



Semi-Annual Progress Report  
April 1, 2017 – September 30, 2017

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Title IV-E California Well-Being Project

**California Department of Social Services**

**December 2017**

## EXECUTIVE SUMMARY

The California Department of Social Services (CDSS) began operating a flexible funding child welfare demonstration project on July 1, 2007, with the child welfare and juvenile probation departments in Alameda and Los Angeles Counties. On September 29, 2014, the Administration for Children and Families (ACF) approved a five-year extension and expansion of the demonstration project, known as the Title IV-E California Well-Being Project (Project). The Project extension period is from October 1, 2014, through September 30, 2019. The Project was expanded to include the counties of Butte, Lake, Sacramento, San Diego, San Francisco, Santa Clara and Sonoma, in addition to Alameda and Los Angeles. Two counties have elected to opt out of the Project; Butte County, effective July 1, 2017, and Lake County, effective September 30, 2017.

Through the use of the Projects' two primary interventions, Safety Organized Practice (SOP)/Core Practice Model (CPM) for Child Welfare Services (CWS) agencies, and Wraparound for juvenile probation departments, Project counties seek to strengthen practice and expand services in order to improve overall outcomes for families and children who come in contact with these systems. Goals for implementation of the two primary interventions include facilitation of cross-system collaboration between the child welfare and juvenile probation systems, improved data collection and documentation practices, and leveraging existing connections to community and system partners who serve both child welfare and juvenile probation clients.

In addition to the two primary interventions, each Project county had the option to include up to two optional interventions under the Project which targets the unique needs within the Project county. Project Counties used flexible funding through the waiver to support several optional interventions including, but not limited to evidence-based parenting programs serving parents with children in either out-of-home or in-home placements; Collaborative Court program serving youth between the ages of 11-17 in order to reduce recidivism; Partnerships for Families, comprised of a variety of preventative services offered to pregnant women and families with children at risk for child maltreatment; Family Visits Coaching program helping parents engage with their child(ren) during visits; and Parent Orientation and Parent Mentor Program assisting parents in the Court Family Maintenance and Family Reunification programs by providing support and information on the child welfare, foster care, and dependency court processes.

During this reporting period, Project counties have increased the number of SOP trainings for new and existing workers and most counties have increased the amount of SOP coaching provided. About half of the counties developed or improved referral and data tracking and most counties have planned or fully implemented making a connection between SOP and everyday casework to deepen practice efforts with families. Additionally, through the use of Wraparound, most Project counties have seen a decrease in the number of youth needing to be re-removed and placed in out-of-home care. More than half of the Project counties met or exceeded the projected number of children to be served by SOP and Wraparound. Across all of the Project counties the

total number of children served by SOP (45,895) exceeded the overall number of projected children to be served (45,278) in this reported period. Additionally, the total number of children served by Wraparound (699) exceeded the overall number of projected children to be served (666.5). The Project counties who fell below their projected number of children to be served have made plans for improvement within the next reporting period. Counties have committed to training of new and seasoned staff to ensure consistent use of SOP with families. Some counties have streamlined or clarified their referral process or criteria as means to increase the number of children and families served by Wraparound.

The CDSS and the Project counties focused on implementation fidelity, recognizing that by monitoring fidelity, each project site is ensuring that the intervention is implemented as intended. By implementing with fidelity, project counties increase their opportunity to achieve the outcomes intended by the SOP and Wraparound interventions. Fidelity to implementation also supports sustainability- another theme during this reporting period. As Project counties begin to consider how to sustain the gains achieved with the interventions, part of the required analysis involves evaluating what has been effective in supporting positive outcomes for children and families. The themes of fidelity to implementation and sustainability of interventions and practice gains will continue to deepen as the CDSS, Project counties, and other stakeholders continue the collaborative partnerships forged or expanded through the California Well-being Project.

This Semi-Annual report provides a summary of Project activities from April 1, 2017, through September 30, 2017.

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## **CDSS Activities**

During the period of April 1, 2017, through September 30, 2017, CDSS' cross-division implementation team engaged the 16 participating county child welfare and juvenile probation departments in a variety of communication, implementation, and technical assistance and evaluation activities. The Children and Family Services Division's Child Protection and Family Support Branch continued to provide programmatic support for Project implementation and monitoring. The Administration Division's Fiscal Forecasting and Policy Branch and the Accounting and Fiscal Systems Branch provided fiscal support and monitoring, while the Research Services Branch (RSB) continued to lead statewide evaluation efforts.

The CDSS continues to participate in Quarterly Individual County Calls, Quarterly Update Calls, as well as quarterly Safety Organized Practice (SOP) and Wraparound Collaboratives.

## **Program**

The Project's ongoing external communication efforts continued during the reporting period. The CDSS facilitated individual county programmatic calls on a quarterly basis with all Project counties and stakeholders. The intent of these calls is to continue to develop a shared understanding of, as well as support, each Project sites' implementation and practice efforts for SOP and Wraparound. The CDSS continued to work with the Chief Probation Officers of California (CPOC) through participation in quarterly calls with Project juvenile probation department representatives. The CDSS sustained the partnership with Casey Family Programs (CFP) and held quarterly county-specific and collective calls to discuss Project implementation activities.

The CDSS completed six site visits with Project counties during this reporting period; San Diego County on May 16-17, 2017; Los Angeles County on June 21-22, 2017; Alameda County on July 25-26, 2017; Sacramento County on July 31 and August 2, 2017; Santa Clara County on August 9-10, 2017; and San Francisco County on September 27-28, 2017. During the site visits CDSS conducted case file reviews and focus groups with county staff. The purpose of the site visits was to gain understanding of implementation efforts and impacts to practice, and anecdotally, impacts to outcomes for children and families. Additionally, CDSS and CFP began fiscal and program sustainability planning activities through meetings with Los Angeles Department of Children and Family Services (LA DCFS), and with Santa Clara County child welfare and juvenile probation departments. Initial activities involved education around available funding sources, spending under the Project, and projections of Title IV-E Waiver funds available outside of the IV-E Waiver environment. These conversations helped inform the content and discussions planned to take place during the Annual Waiver Meeting.

The CDSS continued to partner with the Regional Training Academies (RTAs), the Resource Center for Family-Focused Practice (RCFFP), and CFP to advance

collaboration with participating counties, providers and other stakeholders. This partnership continues to support quarterly SOP and Wraparound Collaboratives, focusing on implementation of critical elements, cross-agency communication and collaboration. The Wraparound Collaborative during this reporting period was held on June 16, 2017 and covered how to discuss sustainability with community partners, and sharing Wraparound successes.

The CDSS continued to prepare for the third Annual Title IV-E Waiver Meeting, forming a committee comprised of county child welfare and juvenile probation representatives, CFP and the RCFFP. Coordination efforts during this reporting period included conference calls to finalize the agenda and develop a county presentation framework for sharing optional interventions. The annual Project meeting will be held November 14-15, 2017. Planned discussions include updates regarding federal, state and county initiatives and their intersections with Project implementation. Facilitated panels regarding county fiscal strategies for sustainability once the waiver period ends, SOP/Core Practice Model (CPM) and Wraparound implementation successes, challenges and next steps, along with fidelity assessment strategies will also be included.

Internal communication efforts continued to include cross-division Project Team Meetings and county specific implementation updates to share information with all staff who work with the Project counties. By partnering internally, CDSS is better able to provide technical assistance and support to Project counties in a way that aligns and is consistent with the various initiatives underway within a county. The Project Team discussions included consultants from the Children and Adult Programs Estimates Bureau, Financial Services Bureau, Fiscal Policy Bureau (FPB), Foster Care Audits and Rates Bureau, Office of Child Abuse Prevention, Outcomes and Accountability Bureau, Performance Monitoring and Research Bureau, Child Welfare Data Analysis Bureau and the Resources Development and Training Support Bureau (RDTSB). Representatives from CDSS' cross-division implementation team, including Program, Research and Fiscal, and representatives from the National Council on Crime and Delinquency (NCCD) and Westat attended the Federal Annual Waiver Demonstration meeting held in Virginia on June 29 - 30, 2017.

## **Fiscal**

The CDSS continues to provide ongoing fiscal technical assistance to Project counties through a variety of avenues. One such avenue is CDSS' onsite fiscal monitoring reviews of Project counties. The Fiscal Policy and Analysis Bureau (FPAB) conducted four fiscal reviews of the participating counties' child welfare and juvenile probation agencies' Title IV-E claiming practices during this reporting period. Technical assistance and direction were given onsite as a result of findings and open conversations related to the Project. Quality improvement suggestions, best practices and recommendations to improve processes and procedures were addressed in each county's post-review letter.

Another avenue of ongoing fiscal technical assistance is intermittent fiscal conference

calls. The topics covered during the calls included common findings and best practices observed while conducting the onsite fiscal monitoring reviews, updates to the Quarterly Fiscal Supplemental Form (QFSF), an update from the Evaluation Team and county-specific questions from participants.

The March 2017 Quarter CB-496 report was submitted to ACF on June 15, 2017, and the June 2017 Quarter CB-496 report was submitted to ACF on August 30, 2017. The March 2017 report was late due to On Line Data Collection (OLDC) website issues.

#### Evaluation April 2017—September 2017:

The Waiver experienced significant changes that affected the evaluation during the 11<sup>th</sup> quarter. During the previous quarter, the Evaluation Team National Council on Crime & Delinquency (NCCD) and Westat) began receiving data transfers from counties in preparation for the Interim Report. The evaluation team cleaned and analyzed that data during the 11<sup>th</sup> quarter, composed and reviewed the Interim Report, conducted county site visits, and continued work on finalizing the study and sub-study methodologies. With the Evaluation Steering Committee as the governing body, CDSS and the Evaluation Team made strides in implementing the lessons learned in Year One of the evaluation to improve data collection processes in Year Two.

#### **Activities**

The Evaluation Team executed the last outstanding data sharing agreement with the San Diego juvenile probation department in April 2017. The CDSS facilitated discussions with both organizations and provided support in finalizing the agreement. With all data sharing agreements now in place, we expect the evaluator's addendum (Appendix A) to discuss pre-implementation data analyses for juvenile probation agencies and for the cost study.

The CDSS has provided support to the Evaluation Team in various ways this quarter. Initially, the Evaluation Team planned to use cost study data from counties, but found that it would be easier to obtain all the necessary data sources directly from the CDSS. The CDSS fiscal and accounting staff established a series of webinars and conference calls with Westat, who is leading the cost study, to offer assistance on the methodology as well as how the CDSS collects, tracks, and interprets the fiscal data. The CDSS research staff provided oversight of these meetings to ensure that the data and study design meet the requirements set forth in the evaluation contract. Additionally, CDSS has provided support to Westat in discussions with LA DCFS to gain confirmation of their participation in the cost sub-study. Further discussion is needed to agree on a study methodology that meets the rigor needed to yield meaningful results without overburdening LA DCFS staff. The CDSS has provided a third aspect of the evaluation by facilitating and supporting the effort of obtaining useful data to measure well-being. The CDSS has provided the Evaluation Team with samples of CFSR data, mental health data obtained through a global agreement with the Department of Health Care Services (DHCS) and External Quality Review Organization (EQRO) data for their

review ([http://www.dhcs.ca.gov/services/MH/Pages/CAL\\_EQRO\\_PIP.aspx](http://www.dhcs.ca.gov/services/MH/Pages/CAL_EQRO_PIP.aspx)). The CDSS has facilitated discussions with the California Department of Education (CDE) to explore the utility of education data as a proxy measure of child well-being. The CDSS Research Services Branch (RSB) staff will continue to provide support to the evaluation team throughout the Project to ensure the Evaluation Team has the necessary tools and understanding of the CDSS data to carry out a successful and informative evaluation.

In April 2017, members of the Evaluation Team attended the CFP waiver evaluator's convening in Seattle. Representatives from the CDSS RSB and the Evaluation Team also attended the national Annual Waiver Meeting in Virginia in June 2017. Both events allowed the Evaluation Team to confer with their peers from other agencies and apply lessons learned to their current challenges.

The CDSS and the Evaluation Team continue to hold bi-weekly check-in calls to ensure that evaluation activities are progressing in a timely manner. With the support of the CDSS staff, the Evaluation Team continues to host a monthly Evaluation Steering Committee meeting, as well as quarterly calls with project agencies.

## **Data Collection**

### **Process Study**

As of August 2017, the Evaluation Team completed the second round of annual site visits to each agency to collect process study data. These visits included focus groups and key informant interviews with county program staff to obtain follow-up data to Year One for fidelity, practice drivers, and contextual factors related to the waiver implementation. Findings from those visits will be transcribed and reported in a future report from the evaluator. With two counties, Lake and Butte, opting out during this reporting period, the Evaluation Team will consider shifting resources allocated to them to other areas of the evaluation going forward.

Much of this year was spent preparing for the second round of the annual staff web survey and the parent/guardian survey. In Year One, the response rates for both surveys were low across all agencies. The Evaluation Team shared tips and lessons learned from counties with higher response rates with the Steering Committee. In addition, CDSS has facilitated several meetings between i.e. Communications and the Evaluation Team to establish a communication plan for county staff. The CDSS reached out to counties to establish a County Champion for each agency who will serve as the point person for the survey and the waiver in general. This person will track the survey distribution and answer questions and concerns from their peers.

In August 2017, the CDSS, i.e. Communications, and the Evaluation Team began rolling out the communications plan via a discussion with county child welfare directors and the Sacramento chief juvenile probation officer at the quarterly Waiver Executive Dinner. The directors expressed interest in improving data collection processes in their counties and each noted how valuable the waiver has been to their county.



The web staff survey distribution will begin September 1, 2017, and the parent/guardian survey will begin October 1, 2017.

## **Outcome Study**

The Evaluation Team continues to receive extracts from the Child Welfare Services/Case Management System (CWS/CMS), California's Statewide Automated Child Welfare Information System, and has presented baseline, pre-implementation data for most of the research questions in the outcome study in the Interim Report. The CDSS has asked that the Evaluation Team continue providing periodic updates on the outcome measures at various points throughout the duration of the project, specifically prior to the June 2019 legislature meetings.

The Evaluation Team's original proposal included a plan to utilize Child and Adolescent Needs and Strengths (CANS) data and SDM assessment data, specifically, the Family Strengths and Needs Assessment (FSNA) and the Child Strengths and Needs Assessment (CSNA), to approximate measures of well-being for youth and families. Following the execution of the contract, it was discovered that CANS data is housed by the county mental health agencies and unobtainable without parental consent or county-level data sharing agreements. Simultaneously, the evaluation team and committee members noted that FSNA and CSNA completion rates are lower than 50 percent in many counties. This leaves substantial gaps and limitations related to the evaluator's ability to measure well-being. The CDSS, committee members, and the evaluation team have identified and discussed possible additional sources of well-being data, such as the CFSR, mental health utilization, CDE, First 5, or reasonable candidate's expansion claim data. Each data source needs to be thoroughly investigated to determine quality, availability, and correlation with waiver activities. The CDSS will continue exploring the feasibility of obtaining access to CANS data from mental health agencies, while also developing a plan for using alternative data options.

## **Cost Study**

As mentioned in the activities section, the CDSS also began sharing internal fiscal data and reports with the Evaluation Team. Ongoing discussions have assisted with identifying additional potential funding sources to analyze in the cost study, such as Title IV-B and Temporary Assistance for Needy Families (TANF). In addition to the CA 800 assistance claims, the County Expense Claims, Waiver-specific Ledgers, CA 237 claims, and the Waiver-specific Quarterly Fiscal Supplemental Form (QFSF) data, the Evaluation Team is also using DFA C430 as a data source. The CDSS research and fiscal staff will continue to offer technical assistance calls with the Evaluation Team to ensure that the data is being used and interpreted properly in their initial report on the pre-implementation period.

## **Sub-Studies**

### **Outcome Sub-Studies**

In the last Semi-Annual Report, the CDSS discovered that the Evaluation Team made recommendations for outcome sub-studies with Sacramento County Child Protective Services (CPS) and San Francisco Human Service Agency, Family and Children Services Division (SFHSA). Both proposals were accepted and approved by ACF in Spring, 2017. The CDSS continues to provide support for all parties involved and participates in each bi-weekly conference call to monitor progress and provide technical assistance.

The Sacramento CPS sub-study's original research design included two provider programs, Sierra Forever Families Destination Family and Lilliput Children Services' Family Finding, and utilized a randomized control trial with random assignment of cases into the intervention and control groups. Initially, Sacramento CPS reported that approximately 600 children will be eligible for participation in the Destination Family program annually, with approximately 100 receiving the intervention each year and that approximately 1,860 children will be eligible for Lilliput's Family Finding Program annually, with around 110 children receiving these services each year. Further assessment revealed that the approximate number of cases served each year under the Family Finding Program was more likely around 15-20.

Additionally, the final objective of Lilliput's Family Finding is an "emotionally permanent" placement with a relative or non-related extended family member. Emotional permanency is a critical outcome to understand, and may be an important precursor to legal permanency. At present, no objective criteria (such as an emotional permanence instrument) are used to assess the strength of the noted connections, or to assess achievement of emotional permanency. Therefore, it is not possible to use historical data for Lilliput's cases in the sub-study. Further, the average age of children served by Family Finding is six years old, with cases as young as one month old. It is unfeasible to collect emotional permanency data from infants and young children, and such tool or proxy measures currently do not exist. Due to the limitations above and given the timeframe for the sub-study, it is unfeasible to conduct an outcomes sub-study on emotional permanency at this time. Also, as the outcome for Family Finding is emotional permanency and cases may close before, or at the time of placement, it is not advantageous to look at legal permanency as an alternative outcome.

The Sacramento sub-study will continue with Sierra Forever Families' intervention only. Westat, who is leading the sub-studies, has proposed a retrospective study that will include all cases served during the duration of the project as the intervention group. Westat estimates that the new sample size will be approximately 50 children receiving services per provider, per year, or a total of 250 cases throughout the five-year project. The first data transfer from Sacramento CPS to NCCD will occur in November 2018.

The SFHSA outcomes sub-study will examine the impact of an enhanced progressive

visitation program, developed by SFHSA. The progressive visitation program consists of a standardized tool and process improvements to assist with ongoing calibration of the optimal level of visitation for a given child-family dyad, and integration of that information in child and family team (CFT) meetings for permanency planning. The evaluation will examine the impact of implementing the Calibrated Progressive Visitation program on the likelihood and timeliness of reunification of the child with their family. Ongoing discussions are occurring between CDSS, SFHSA, and the Evaluation Team to determine at what level of the intervention randomization will occur. The SFHSA will pilot the tool and new process October 1-31, 2017, and then full data collection will begin January 1, 2018, once any challenges from the pilot have been addressed.

### **Cost Sub-Study**

The CDSS is providing ongoing support to facilitate discussions between the Alameda Children and Families Department (CFD) and the Los Angeles Department of Children and Family Services (LA DCFS) and the Evaluation Team to finalize the methodology for a cost sub-study. While Alameda CFD has finalized a methodology, they have encountered challenges from their local union. Alameda CFD will need to resolve these challenges by February 2018, to have enough follow-up time for data collection in the project. In Los Angeles, the LA DCFS has confirmed their participation, but more discussion is needed to determine the methods they will use to conduct their time study and whether they will mandate staff participation with randomization versus asking for volunteers (their preferred method). The Evaluation Team is concerned that they will not receive enough volunteers to fulfill their minimum sample size necessary to conduct a rigorous evaluation; however, LA DCFS is concerned that mandating participation will lead to union involvement. The LA DCFS will need to resolve these challenges by October 2017 to have enough follow-up time for data collection.

### **Demonstration Status, Activities, and Accomplishments**

#### **Safety Organized Practice (SOP)**

Child welfare departments in the Project counties are implementing the SOP initiative to support the statewide core practice model and further enhance social work practice. Specific elements of SOP include family engagement and assessment, behaviorally based case planning, transition planning, ongoing monitoring, and case plan adaptation, as appropriate. Specific services to be implemented as part of SOP include safety mapping/networks, effective safety planning at foster care entry and exit, capturing the children's voice, solution-focused interviewing, motivational interviewing, and case teaming<sup>1</sup>. The SOP fidelity is commonly measured and monitored using case review tools and supervisory checklists. Project counties are varied in their use of fidelity tools, with some counties conducting regular case reviews and observations of practice, and others working to develop and train staff on tools.

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<sup>1</sup> California's amended Terms and Conditions, 2014

As the SOP table illustrates, across all of the Project counties the total number of children served by SOP (45,895) exceeded the overall number of projected children to be served (45,278) in this reported period. The Project counties who fell below their projected number of children to be served have made plans for improvement within the next reporting period. Counties have committed to training of new and seasoned staff to ensure consistent use of SOP with families.

<b>SOP</b>			
County	Projected # to be served in <b>this</b> reporting period	Actual # served	Projected # to be served in <b>next</b> reporting period
Alameda County	842 children	2,061 children	4,500 children
Lake County	40	20	N/A
Los Angeles County	24,000	24,000	24,000
Sacramento County	7,138	6,673	11,374
San Diego County	9,252	7,280	10,794
San Francisco County	*Not provided	2,575	2,575
Santa Clara County	2,006	1,836	1,994
Sonoma County	2,000	1,450	1,450
<b>Total</b>	<b>45,278*</b>	<b>45,895</b>	<b>56,687</b>

## Alameda County

The Alameda County Children and Family Services (CFS) have made significant progress towards training and implementation of SOP, which positively impacted the number of children served with SOP. The Alameda County CFS projected to serve 842 children during this reporting period. The agency provided services to 2,061 unduplicated children, as follows: The 1,986 children in 1,112 investigated referrals or approximately 57 percent of all referrals during the past six months, and 75 children in the dependency investigation process. The number of children served with SOP includes 25 percent of referrals in May, 50 percent in June, 75 percent in July, and 100 percent in August and September.

All Emergency Response Unit (ERU) and Dependency Investigation (DI) staff completed the two-day SOP overview training, 86 percent of the ERU staff completed five SOP modules, and 82 percent of DI staff completed all six SOP modules. The ERU and DI staff completed these modules prior to the end of this reporting period. All ERU staff received coaching on using the three questions, solution focused inquiry, and harm and risk statements by the end of July 2017. Internal coaches provided 31 coaching sessions to 188 duplicated staff this reporting period. In May 2017, harm and risk statements were implemented into the investigation narrative template. As a result, every referral that is promoted to a case now includes a harm and risk statement. Family Maintenance (FM) began implementing SOP this reporting period and the court report template has been updated to include the three questions.

The SOP module training for child welfare workers continues, with 22 sessions being held during this reporting period and additional modules being scheduled through December 2017, to ensure there are enough sessions available for all staff to be able to complete all six modules. Program area specific plans were developed to implement SOP into existing practice and to update documentation templates based on agreements with labor. The Alameda County CFS has been in discussion with labor and temporary agreements were reached regarding Family Reunification, Permanent Youth Connections/Independent Living Program, Adoptions, and Placement. However, Guardianship is still in progress of negotiation with labor.

Alameda CFS does not currently have a formal fidelity monitoring tool for CWS use of SOP. A case review tool to track SOP fidelity is under development by the Evaluation Task Team with a pilot of the tool scheduled for use from January through March 2018. Other survey data collection efforts are ongoing, including a youth survey, a child welfare supervisor survey, and a child welfare worker survey. The SOP marketing team developed emails to highlight SOP champions throughout the department, supported ongoing use of SOP and communication by placing SOP visuals on cubical walls and bulletin boards to foster excitement for implementation. Internal and external coaching is available to Child Welfare Supervisors and units to support implementation of SOP.

The Evaluation Task Team is planning to utilize a number of strategies for monitoring fidelity including case reviews, supervisor and worker surveys, administration of the supervisor checklist, a log tracking coaching activities and a survey of coaching participants.

### **Systemic Issues**

The Management Analyst assigned to the waiver for the past several years left the county in September. Alameda CFS is currently in the process of hosting exams for the position and anticipates hiring someone in the next three - four months. The 90 percent of primary Child Welfare workers have completed at least four SOP modules in addition to the two-day overview training. All staff who missed an individual module or newly hired staff will be completing the remaining modules before the end of 2017.

### **Key Investments and Sustainability**

Alameda CFS anticipates having a thorough sustainability plan within the next six months. Currently Alameda CFS does not have any additional key investments using waiver funds. The Alameda CFS will continue to evaluate programs and fiscal resources to address sustainability post waiver.

### **Success Story - Alameda County CFS**

Alameda County CFS shared a success story about using the three questions within court reports and demonstrates how the use of these questions helped the social worker engage the family in a discussion about strengths, worries and reaching an agreement regarding next steps in the case.

#### **What We Are Worried About:**

The mother, Ms. A, tested positive for amphetamines during three consecutive drug test dates and was subsequently dismissed from her substance abuse treatment program for non-engagement. It was reported that Ms. A has not made efforts to enter residential treatment or engage in her Family Maintenance case plan. Ms. A has been allowing the paternal aunt, Ms. T, to care for the minor N. Ms. T has assumed primary care for the minor. Ms. A was reported to be intoxicated when attempting to see N in the home of Ms. T and failed to arrive for N's last medical appointment. It was reported that Ms. A has been observed sleeping in her car and does not have a safe place for her or N to live. The Agency is worried that N is at risk for being neglected and harmed (not fed, taken out in the middle of the night, not diapered, leaving the minor for long periods of time, not providing provisions, and not following up with scheduled medical care) when the mother is under the influence of substances.

#### **What Is Going Well:**

N has a caregiver that is willing to support her and keep her safe, and is currently engaged in the Resource Family Approval process. The paternal aunt, Ms. T, and maternal grandmother, Ms. H, have a good relationship and are working together to keep N and her siblings close.

#### **What Needs to Happen Next:**

While Ms. A has made some early attempts to recover from substance abuse and received FM services, it appears that Ms. A is in need of more intense services as evidenced by her recent relapses, missed drug testing and termination from drug treatment. Ms. A needs to demonstrate her ability to understand how her substance abuse impacts N and be accountable for her actions. Ms. A has a history of substance abuse and lack of stable housing which places N at risk for harm. Additionally, Ms. A did not follow through with her FM case plan. The Agency would like to see Ms. A address her substance abuse needs by engaging in a residential substance abuse program, consistently testing clean over a long period of time, obtain safe and stable housing and visit her daughter regularly.

## **Lake County**

During this reporting period, the agency sent new staff to SOP training specific to the interview tools and safety mapping. Refresher training for experienced staff are scheduled for the end of this year. Fidelity is assessed during one-on-one staffing or supervision. Coaching is provided as necessary, but no formal fidelity tool has been created to measure the intervention. Lake County exited the Project effective September 30, 2017, due to increased foster care administrative and services costs, and a \$1.5 million budget shortfall resulting in their inability to sustain the Project's Wraparound provider contract.

Lake County Child Welfare and Juvenile probation have worked collaboratively for both agencies to exit together. Juvenile probation indicated that the interventions were successful with regard to the outcomes and expressed that they plan to continue to provide Wraparound post-waiver. Child Welfare indicated they will provide continued support of Juvenile probation in an effort to sustain Family Wraparound in the future. Lake County Child Welfare indicates their continued use of SOP/CPM despite withdrawal from the Waiver.

## **Systemic Issues**

Quality assurance in the areas of SOP and Family Wraparound have been difficult to track and monitor. Lake County elected to opt out of the Project effective September 30, 2017.

### **Success Story - Lake County**

Overall, SOP is readily accepted by and "user friendly" for social workers who have integrated these practices into their work with families. Review, Evaluate and Redirect (RED) Teams meet regularly on all referrals received, and social workers appreciate discussing the referrals and receiving input. The tool "Three Columns" is frequently used in Family Team Meetings.

## **Los Angeles County**

The LA DCFS had projected they would serve 24,000 children, and met that projection. The estimated number of children to be served in the next six-month period remains flat at 24,000.

Implementation challenges for LA DCFS center around resource capacity. The onboarding of thousands of new Children's Social Workers (CSW), and associated staff transfers and promotions has resulted in reduced consistency in practice for CPM among staff. As such, practice changes and case transfers between CSWs has impacted the workers as well as the families as both are having to redevelop rapport,

both are lacking in consistent and historical knowledge of one another and at times services or family case plan goals have been delayed. The LA DCFS has plans to address these challenges by developing training plans, ensuring staff have access to and receive consistent CPM coaching, and developing transition plans/forms to better support staff and strength practice when cases transfer from one staff to another. Additionally, the county is planning to support CPM as well as transitions in staff through Child and Family Teams where all involved parties can openly and strategically discuss the child and family's needs. The LA DCFS is also working to strengthen collaboration with Court partners as it relates to case plans and court reports. The LA DCFS Executive Team has monthly meetings with their Juvenile Court partners. These monthly meetings include integrating the CPM into the Case Plan and the Court Report.

As a strength, LA DCFS has 2,434 staff and administrators who are certified to conduct CFTs as of September 30, 2017. Eight hundred staff participated in a skills lab which accelerated certification. Through this effort, the agency reports an increase of the number of certified facilitators by 48.7 percent (from 1,405 to 2,089); coaches by 42.8 percent and coach developers by 8.6 percent. Since the last progress report, the CFT database went live. The database tracks point in time and year-to-date data. During this reporting period, LA DCFS completed 8,816 CFTs, of which 6,049 were initial CFTs and 2,767 were follow-up CFTs. The LA DCFS continues to increase the number of CSWs, Supervising CSWs, support staff, accelerated CPM practitioners and coach developers department-wide. Since the last reporting period, LA DCFS added 1,316 new CSW positions and 219 new Supervising CSW positions.

The LA DCFS is assessing the CFT process, which has become a large portion of our practice with children and families, and a primary outcome for determining the family's ability to meet their goals and establish and maintain a team of formal and informal supports that will be with them long after the LA DCFS is out of the picture. Fidelity indicators will be evaluated from the perspectives of the CFT members at the closure of the meeting. The prescribed method for assessing the fidelity of CPM and its key strategies (e.g., CFT) is adapted from the California Partners for Permanency (CAPP) demonstration project.

### **Key Investments and Sustainability**

The CFP, Chapin Hall and LA DCFS are collaborating to plan for sustainability with the ending of the Waiver in September 2019. The LA DCFS is working with CFP and the Sequoia Consulting Group to ensure LA DCFS is determining Title IV-E eligibility, administrative claiming to fidelity as well as assisting the Fiscal Operation Division to ensure that all eligible activities during Time Study are being captured.

### **Sacramento County**

Sacramento County CPS served 93 percent (6,673) of the projected children they anticipated serving (7,138). Several factors, presented barriers to full achievement of



this reporting period's projection. The transfer of knowledge between training and actual practice occurs at varying rates and due to an influx of newly promoted supervisors, and additional training and coaching was required. Additionally, new documentation guidelines, expectations, and templates were finalized this reporting period. The agency decided to delay full implementation of the new documentation guidelines until the courts were trained which occurred in June 2017. There continues to be a lack of measurement capability at this point in the implementation process. As Sacramento County CPS continues to work with the evaluation team, additional information will be gathered from surveys with staff, stakeholders, and parent/guardians, which will guide the ongoing efforts of implementation and provide clarity to future projections. Once SOP is fully implemented, the agency continues to project that all children and families receiving services from child welfare will be serviced by this intervention.

Despite the challenges faced, Sacramento County CPS has made significant progress towards training and implementation of SOP. As of this reporting period, 88 percent of Social Workers have completed SOP training. The 32 percent of Supervisors have completed Group Supervision Training for Supervisors which was initiated this reporting period. The 50 percent of Social Workers and Supervisors have completed training on behaviorally-based case planning. Training was conducted for Intake/Hotline staff, auxiliary staff, and the Courts. New documentation standards were rolled out this reporting period. Coaching workshops were held specific to creating Harm, Danger, and Safety Goal statements, which was widely attended. A new committee was formed to focus on SOP documentation efforts. The combination of training and coaching continues to increase the capacity of supervisors and staff to strengthen their working relationships with families, increase critical thinking skills and develop appropriate safety networks.

Furthermore, key decisions were made during this reporting period. The Executive team reinforced their partnership with the local Regional Training Academy by setting a quarterly meeting to discuss methods of ensuring SOP is at the forefront of all decisions. Additionally, they sustained their coaching contract this reporting period. A survey aimed at evaluating the successes and challenges of the SOP coaching model was distributed. The Executive Team will use the results of this survey to guide SOP coaching practices. Finally, an additional coach was added to work directly with Emergency Response (ER) and Intake programs. Sacramento County CPS will continue focusing on training and will identify and track the areas to enhance SOP practices throughout the agency.

To ensure fidelity is assessed, Sacramento County CPS conducts individual and group coaching via one-on-one supervision with staff to expose specific SOP tools, discuss the use of intervention components, and ensure that they are being delivered as intended. As of this reporting period, supervisors and managers have been reviewing cases and referrals to ensure that SOP components are identified. Managers and Supervisors review referrals and cases as part of ongoing quality assurance. Case reviews occur across the division at various rates. Referrals and cases are naturally

reviewed during times of transition and case closure.

Sacramento County CPS continues to incorporate fidelity into the Quality Assurance/Continuous Quality Improvement process by working to develop fidelity monitoring tools, providing on-going training and technical assistance through supervision and coaching and identifying themes and trends throughout the implementation process and adapting the process, as necessary, to increase positive outcomes.

The CDSS provided a Fidelity Training to all counties in October 2017. In the proceeding reporting period, the CDSS intends to create Learning Communities for Waiver counties to learn and share from one another's fidelity practices.

Coaching will be offered as part of these Learning Communities.

There continues to be some challenges with data collection in that specific fidelity tools have not been identified or developed which can effectively measure the used of SOP components on a consistent basis. Sacramento County CPS's hope is that the CDSS recently issued CFT documentation guidelines will create consistency across all programs and allow increased understanding of the effectiveness of SOP.

### **Systemic Issues**

The following system issues and challenges have affected operations; however, have not prevented Sacramento County from providing services to children and families:

#### **1) Management Information Systems:**

The Statewide CWS/CMS system is not set up to capture specific SOP components. Although counties are able to upload or add information regarding SOP implementation and use of the practice, there is not an easy or efficient way to aggregate such data. This issue continues to be a barrier. Sacramento County is a Core County for the Case Management Module of CWS-New Systems. Sacramento County activity participates in bi-weekly calls and meetings with OSI to ensure that functionality of the new system meets the needs of line level users and management.

#### **2) Staff, Caregiver, and Service Provider Training:**

During the last reporting period, it was noted that staff turnover and internal job promotions had affected operations. As of June 2017, Sacramento County's child welfare vacancy rate has decreased. The current vacancy rate is 5.39 percent down from 13.28 percent at the same time last year. Staff cohort training and hiring surveys have been established as a mechanism to retain adequate and effective staffing levels. Furthermore, SOP training is a prominent part of new social worker training which lends support for the use of coaching by the

supervisory team.

### 3) Quality Assurance System:

There has been great collaboration with our contracted providers who are implementing programs with Project funding. The Permanency Steering Committee continues to review data, address barriers, and celebrate successes. Sacramento County also attends Executive Director meetings that include the Child Abuse Prevention Council (CAPC), Family Resource Center Providers, and First 5 Sacramento. Further, continued partnership with Sacramento County Juvenile Probation Services has allowed for leveraging of each other's expertise and resources for increased collaboration. A Sacramento Waiver Evaluation Committee was previously established to review data relevant to key outcomes under the waiver.

Sacramento County child welfare and juvenile probation do not have any system issues or challenges with the Quality Assurance System that have affected operations.

### **Key Investments and Sustainability**

The Prevention Initiative continues to strengthen families and reduce the likelihood of entry/re-entry into the child welfare system. By utilizing the Birth and Beyond (B&B)/Family Resource Center (FRCs), parents are connected to the community. The 6+ program has allowed for more families to be served by the B&B/FRC programs. The 6+ program allows families with children six years and older to receive services, whereas the traditional program only serves families with children under six years old.

The Project prevention activities for parents with children ages six and older will be difficult to sustain after the Project ends. Title IV-E Waiver dollars for the nine B&B FRCs is maximized through First 5 dollars covering families served through B&B/FRC who have a child age five or under even if the target child is age six or older. In the 2018/19 through 2020/21 three-year funding cycle, First 5 Sacramento will experience a 20 percent reduction in program funding. The First 5 Sacramento Commission approved the three-year funding plan in August 2017 with a 15 percent reduction in funding to the B&B/FRC program. The reduction in First 5 Sacramento funding coupled with the reduction of Title IV-E waiver funding will result in a significant decrease in the number of families served and possibly a decrease in the number of B&B/FRCs.

The perception is the Permanency Interventions will be sustainable in whole or in part as many of the activities are allowed under traditional Title IV-E funding. Sacramento County CPS is committed to sustaining as many practices as possible that have led to improved outcomes. The CFP has been consulted about providing technical assistance on sustainability. The CDSS recently shared a County Snapshot so the agency can identify at a high level the additional federal funds flexibility amount they have benefitted from participating in the Project. Sustainability is the theme at this year's Annual Waiver

Meeting in November 2017. Discussions will be focused on exploring Project sustainability, understanding funding streams and identifying programmatic fiscal considerations that contribute to sustainability.

### **Success Story - Sacramento County CPS**

North Sacramento had a family participating the Home Visitation Program. Per the Home Visitor, the mother of the children had many struggles while in the program, not only with the children and their father, but also with the loss of her father (the maternal grandfather to the children). Despite her family challenges, the mother maintained her visits and followed through with the suggestions that the Home Visitor and the Intervention Specialist recommended. With the assistance of her Home Visitor, the mother did her best to get her 17-year-old to stay in school. The mother was able to register her son in and out of different schools that fit his behavior challenges. The mother was also able to get herself and the father enrolled into family counseling through Access referrals that the Home Visitor provided. The mother and father and the 17-year-old successfully completed their counseling services in April of 2017. The 17-year-old engaged in a Christian church program and began working with a lawn service agency. The mother began working in housekeeping and continued working as a parent ambassador for the Mutual Housing Project where she lives. The mother also conducts home visits in the apartment community and teaches parents the importance of reading to children. The mother became a Parent Leader with the North Sacramento Family Resource Center through the support of her Home Visitor. The mother does outreach for the Birth and Beyond program in the community. She gets referrals and tables events with staff and ensures the Engagement Specialist attends events she is involved in to conduct outreach in the community. The mother successfully completed the program in June 2017, and will continue as a Parent Leader with the Birth and Beyond Program.

### **San Diego County**

San Diego County Child Welfare Services (CWS) projected to serve 60 percent of all families (9,252) during this reporting period. They served 59 percent of families (7,280), making them only one percent short of their projected goal. In an effort to increase the numbers served with SOP, the county of San Diego CWS along with the SOP Coaching Unity and Continuous Quality Improvement (CQI) unit began coordinating to target gaps identified through their CQI process. The SOP coaches conducted group coaching sessions in regions to improve strategic use of Safety Enhanced Together (SET) case review using a local standardized tool to measure fidelity to SOP, and review of data and trends to help improve practice. The process helped increase fidelity during this reporting period. Through the SET case reviews, San Diego CWS identified SOP being used less frequently in investigations than in cases. Specifically, through trends identified in the SET review tools, San Diego CWS was able to coach and train staff to specific SOP practices for use in investigations, which identified family strengths, acts of

protection, and protective capacities.

The San Diego CWS utilizes multiple wraparound providers, some of whom are also utilized by Probation. However, wraparound is not exclusive to Intensive Family Preservation Program, therefore the county did not see this planned activity leading to an increased use of SOP or changing the outcomes for those served by those providers. Families being served by IFPP are receiving SOP and may also be served by wraparound, or they may not be. Additionally, many of the county's wraparound partners have been provided an overview of SOP, and this can continue so the county can explore more ways their wraparound partners are providing family engagement services to CWS families.

San Diego CWS was unable to increase the number of providers utilizing Trauma-Focused Cognitive Behavioral Therapy. This is due to the current panel of providers not opening up for any new submissions.

San Diego CWS noted several strengths and accomplishments during the reporting period. In July 2017, the agency updated their database of providers to accurately identify different types of evidence-based interventions in which each provider is trained. This updated database allows staff to search for and connect families to providers who best meet the family's needs. San Diego CWS utilized aggregated data from screenings to develop and/or expand social-emotional development opportunities for children and youth. These screenings do not identify resources but inform CFT meetings, where services and resources can be identified. Lastly, the county was able to coordinate support services, primarily transportation, to ensure families can participate in the Incredible Families parenting program. San Diego CWS continues to work with outside contractors to provide clear expectations and requirements for meeting transportation needs.

Fidelity is assessed through case reviews, referral reviews and SOP coaching sessions. During the process 56 reviews are done per month and all documented components of SOP are measured which include; SOP tools, safety mappings, safety networks, SOP language, engagement, and behaviorally based case plans.

### **Key investments and Sustainability**

San Diego CWS plans to have more in depth conversations regarding sustainability over the next several months. Local and State evaluations are still in progress which makes it difficult to see the anticipated outcomes for the optional interventions or determine any cost/benefit analysis. San Diego CWS continues to gather qualitative feedback through success stories, CSFR reviews and looks forward to receiving feedback from the waiver surveys. San Diego CWS' two interventions Family Visit Coaching and Permanente Connections are associated with the county's System Improvement Plan (SIP), which account for fiscal years 2017-2022, this may allow for the funding to be utilized post waiver.

### **Success Story - San Diego Child Welfare Services (CWS)**

The county of San Diego CWS has found great success with SOP. Below they share a success story from their social workers.

Two workers teamed up to provide excellent services to a family that was working toward reunification. Worker R. allowed the parents to have a voice in their case and respected the parents request to be a family again despite the circumstances (Domestic Violence – (DV)). At a Team Decision Making (TDM) meeting the parent's success in building on their strengths and protective capacities were captured. The parents discussed wanting to begin couples counseling, modify the restraining order to start joint visitation, and be a family again. The parent's voice was captured on the two case plans following this TDM and the child reunified with the mother in 11 months. Worker R offered both the mother and father IFPP services to assist in the home. The mother accepted the service.

Worker C engaged the mother by using SOP tools. Worker C used the three questions (what is working well, what are we worried about, and what needs to happen next), and completed circles of support and an eco-map with the mother to build her safety network. Worker C assisted the mother in creating a DV relapse prevention plan and would role-play this plan with the mother. She also helped the mother make an "emergency bag" if she needed to leave the home which included all the necessary identification for herself and the child. Worker C also provided the mother with tools such as budgeting and when the mother's roommate unexpectedly moved out and the mother could not pay the rent that month, Worker C assisted in getting the mother funds to help pay rent. Worker C also provided her with household supplies during that month. The mother had expressed concerns of the child having tantrums especially during feeding times and both Workers C and R modeled to the mother how to interact and bond with the child during this time. Worker C also provided the mother with healthy recipes when she noticed that the child was often fed fast food.

The workers did an amazing job helping this family reunify timely, safely, and maintain this safety using SOP strategies and tools throughout the case.

### **San Francisco County**

San Francisco County FCS served approximately 2,575 children/youth during this reporting period utilizing the SOP intervention. This number includes referrals, investigations, in-home and out-of-home cases. The county expects to serve approximately the same number of children/youth during the next reporting period. The practice of Review, Evaluate, and Direct (RED) teams is currently being piloted in the Hotline and ER functions, using a process consistent with SOP strategies. Beginning January 2018, San Francisco County (FCS) is scheduled to evaluate the pilot in collaboration with the University of California, Berkeley School of Social Welfare.

Additionally, FCS is in the preliminary stages of planning, exploring formats and experimenting on a case consultation model to engage with the Juvenile Dependency Court around SOP. The county hopes this model will help inform the courts of SOP practices, how it affects case plans and court reports. The county is working together with the NCCD to develop this tool. The rate of reentry in San Francisco has declined by one-third since beginning participation in the Project. It is possible that SOP practice has better solidified relationships and resources within families who reunify, leading to fewer reentries.

San Francisco FCS is continuing to monitor fidelity and participate in the Project evaluation to better understand the connection between practice change with SOP, and the reduced re-entry outcomes seen in the county. The CPM behaviors and SOP tools are monitored through a formal quantitative fidelity assessment administered every three years followed by focus groups to obtain qualitative data. San Francisco FCS created additions to the Federal Child and Family Services Family Reviews (CFSR), Case Reviews to identify SOP practice on a monthly basis. Fidelity is observed through weekly staff supervision and the administrative review process. Providers are assessed through observation at CFT meetings and Case Reviews. Findings show an emerging practice throughout the agency.

## **Systemic Issues**

San Francisco County FCS faces the same challenges as last reporting period 1.) Management Information Systems 2.) Staff, Caregiver, & Service Provider Training and 3.) Service Array. Due to expanded population of youth (e.g. guardianship cases) receiving Wraparound services, whose cases are not entered into the statewide child welfare database CWS/CMS. The state is currently procuring a new statewide database and hold regular meetings to obtain input from representatives of each county. In the next reporting period, the program analyst assigned to this project will meet with the FCS CWS/CMS child welfare technical staff to determine data coordination options and recommendations.

San Francisco County is among one of the highest cost of living counties within California. Service providers are citing struggles in hiring and retention of staff due to the county's economic climate.

Finally, the delivery for mental health services are impacted by consent issues. San Francisco County FCS noted this concern the previous reporting period and indicated internal changes were made to help streamline the process. The referral process was changed slightly so that consent authorization for dependent children needed to be included with the referral form from child welfare to mental health in hopes of expediting the process. This has eliminated some delays.

During this reporting period, San Francisco County FCS began developing their processes to meet Assembly Bill (AB) 1299 (Presumptive Transfer). Case Management is expected to be impacted because 60 percent of their children are placed outside of

county, although not all these children require mental health services.

### **Key Investments and Sustainability**

San Francisco County FCS has invested in the following projects during this reporting period:

1. Families Moving Forward/Bring Families Home:

A five-year federal demonstration project testing intensive case management intervention for homeless families in the child welfare system.

2. Performance Based Contracting:

Performance Based Contracting (PBC) represents a way to adapt to the changing priorities by minimizing the fiscal consequences associated with the downward pressure. Child welfare financing can be restructured to incent providers to improve child outcomes if they are able to retain savings realized from reducing volume, duration, and unit cost. The PBC is a mechanism that creates this incentive structure. By linking performance measures to budgeting and staffing, PBC supports making performance improvement part of everyday functioning.

3. Visitation Implementation Enhancements:

The agency is making two implementation investments in its longstanding visitation model: 1) a capacity investment, whereby San Francisco FCS is funding a new visitation center in the East Bay for children placed out-of-county and 2) a process enhancement that involves the design and testing of a tool to help social workers assign the right level of visitation at placement start and throughout the placement period.

San Francisco County FCS has begun preliminary analysis of their programs and budget to prepare for sustainability post Waiver. The SOP intervention was utilized prior to the agency's participation in the Waiver and requires few monetary investments to maintain. They anticipate reduced system costs in their Visitation Implementation Enhancements. Further evaluation needs to be conducted to determine whether the key investments made during this period can be sustained.

### **Santa Clara County**

Santa Clara County Social Services Agency (SCSSA) projected to serve an average of 2,006 youth, ages zero-17 years of age. The actual number of youth served was 1,836. Based on year one baseline estimates, SCSSA projects a 2.5 percent reduction per year for youth in open cases. Although SCSSA has not identified specific findings or trends to account for the change, the county has seen an overall decline. After



comparing fiscal year (FY) 2017 to FY 16, several cost decreases were observed including: 6.4 percent decrease in overall placement and Wraparound Services cost, 14.2 percent decrease in foster family home placement cost, 13.6 percent decrease in foster intensive treatment placement cost, 3 percent decrease in Group Home cost, 5.8 percent decrease in foster home placement cost, a 23.7 percent decrease in relatives' placements cost, and a 3.1 percent decrease in Wraparound services cost. The projected number of youth to be served during the next six-month reporting period is between 40-75 youth, which is between 80-140 youth per year. This projection remains consistent with previous reporting periods.

The Santa Clara Department of Family and Children's Services monitors fidelity annually after case-carrying social workers complete the CFPM training. The fidelity assessment consists of observation by a caseworker of a social worker's scheduled contact (i.e. monthly visits, teaming's) with the youth, family, caretakers, and their support network. Clear protocols are written for the various steps of reviewing assessments that include case selection, team identification and roles, the actual team meeting observation, execution of the system support survey and a reflective coaching session, and scoring and data for improvement.

Through the use of flexible funding, the SCSSA has supported and seen success in working with community based Cultural Brokers that facilitate communication and understanding between the SCSSA social workers and families. This allows social workers to improve engagement at the early intervention stages. Since the launch of this program, 176 referrals have been made to the Cultural Brokers from December 5, 2016 through June 30, 2017.

The SCSSA Differential Response (DR) program has expanded in service capacity with the availability of flexible funding under the title IV-E Waiver. Increased funding to the DR program through the use of Project funds allowed the SCSSA to expand capacity to 90 additional families. As of August 2017, the DR wait list was completely eliminated due to the increase of funds to the DR program. Additionally, the DR program uses the Northern Carolina Family Assessment Scale for General Services (NCFAS-G) Assessment tool, which has allowed SCSSA to measure family well-being across nine domains with a pre and post assessment. It is reported that 63 percent of families that use DR services achieve their case plan goals.

## **Systemic Issues**

The SCSSA continues to have issues with data quality, which affect the overall data reporting and structure for determination of service delivery effectiveness.

The SCSSA is also having challenges meeting the requirements for Continuum of Care Reform (CCR), which include; staffing resources, coordination of resources, and policy and procedures. The implementation team meets weekly to address these issues and try to evaluate the best practice. The SCSSA added two social worker positions that are specifically dedicated to recruitment, to increase the department's capacity to

conduct outreach activities and assist recruited families with submitting application to become resource families. The recruitment unit has also commenced a recruitment collaborative partnership with Foster Family Agencies.

### **Key Investments and Sustainability**

The SCSSA does not have a clear picture of their waiver savings, and has utilized Wraparound Reinvestment funds to support various prevention activities within SCSSA and juvenile probation including: Emergency grocery and supplies gift cards; Fatherhood Collaborative; respite care and technical assistance in support of implementation of the Child and Family Practice Model.

### **Sonoma County**

The County of Sonoma Family, Youth and Children's Division (FYCD) did not meet their projected population served this reporting period. They originally anticipated serving 2,000 children, but reached 1,450 children instead. In evaluating reasons for the difference between the projected and actual number of children served, they identified an error in their methodology and revised it to more accurately represent the true number of children and youth likely to be served. Next reporting period, they expect to serve 1,450 youth.

The SOP Implementation Committee identified areas of additional focus/planning to deepen SOP practice at various junctures in casework. Some of these areas will necessitate additional advanced training such as activating networks of support and coaching. It continues to be the agency expectation that components of SOP are used at every step of the process for a referral or case. An SOP Implementation Guide was developed and disseminated to all staff in June 2017.

Sonoma County FYCD began a SOP case review process as of September 1, 2017. A random selection of one referral and one case per social worker will be reviewed each month by the unit supervisor. This case review aims to evaluate harm and danger statements, identified networks of support, child's voice, safety mapping, safety goals, behaviorally-based objectives, permanency goals, CFT meetings, and contact notes. The data will be collected and entered into FYCD's internal database, Apricot, for reporting and tracking, and analysis of the data will be used to inform training or other needs to strengthen SOP practice.

### **Systemic Issues**

Sonoma County FYCD reports no systemic issues. During the previous reporting period, they noted issues with Foster and Adoptive Parenting Licensing, Recruitment and Retention. This was due to newly implemented state regulations pertaining to changes in the foster care approval process. They have since fully staffed their Placement and Support Units. Processes and procedures were put in place to effectively increase the number of Resource Family (foster families) homes in the

county.

## **Key Investments & Sustainability**

Waiver funds have been invested to augment several programs and contracted services: Public Health Nursing support, the local Kinship Services Center; and contracted providers of various services designed to prevent future child abuse or neglect. Sonoma County FYCD is in the early stages of planning sustainability. Evaluation of the optional interventions is underway. The County Waiver Leadership team has a goal to receive results, feedback, assessment and analysis completed by late 2018. The agency is identifying the scope of the fiscal gap as well as evaluating other potential funding sources.

### **Success Story**

#### **County of Sonoma, Family, Youth, and Children's Division (FYCD)**

By using SOP in ER investigations and in the development of court reports, Sonoma County FYCD gained the ability to more fully engage families in the planning and decision-making processes. Families have a better understanding of harm and danger statements, which provides perspective as to why the agency is involved with their family. SOP builds a common foundation. Staff are noticing that families are more engaged in case planning through the CFT process.

## **Wraparound**

Juvenile probation departments in participating Project counties will provide Wraparound services to youth who have been determined delinquent and adjudicated to detention facilities, and to youth exhibiting delinquency risk factors that put them at risk of being removed from their homes and placed in foster care. The State's Wraparound model will involve a family-centered, strengths-based, needs-driven planning process for creating individualized services and supports for the youth and family. Specific elements of the Wraparound model will include case teaming, family and youth engagement, individualized strengths-based case planning, and transition planning. Youth who will receive Wraparound services while placed in a detention facility will be eligible as candidates for foster care for the purposes of this project. This population will receive Wraparound services within 60-days of a youth's transition from the detention center, but not for more than 90-days prior to their release from the detention facility. Wraparound services will support family and youth engagement, transition planning, and assist in identifying the most appropriate services and placement for the youth<sup>2</sup>. Wraparound fidelity is commonly measured through individual case reviews, and by using the Wraparound Fidelity Index (WFI), or Wraparound Fidelity Index- short version (WFI-EZ).

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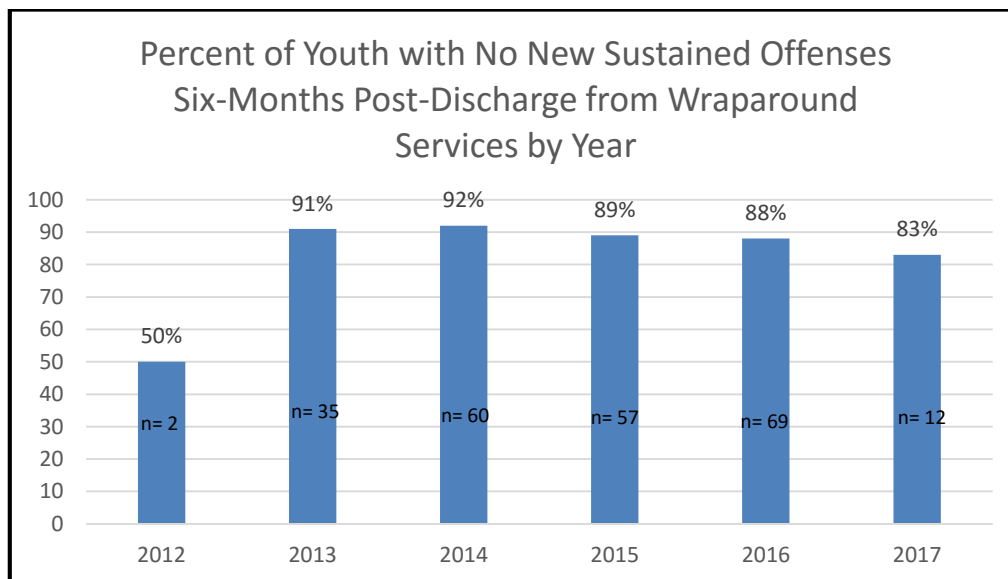
<sup>2</sup> California's amended Terms and Conditions, 2014

<b>Wraparound</b>			
County	Projected # to be served in <b>this</b> reporting period	Actual # served	Projected # to be served in <b>next</b> reporting period
Alameda County	72	79	72
Lake County	30	9	N/A
Los Angeles County	371	358	358 *
Sacramento	62.5	61	62.5
San Diego County	13	59	13
San Francisco County	*Not provided	15	25
Santa Clara County	118	118	40-75
Sonoma County	45	51	45
<b>Total</b>	<b>666.5*</b>	<b>699*</b>	<b>570.5-605.5*</b>

### Alameda County

The Alameda County Probation Department (ACPD) serves youth ages 12-17 years of age. This reporting period ACPD projected to serve 72 youth and actually served 79 youth. At any given time, 72 slots are available through Project Permanence.

The ACPD continues to make progress with utilizing the Wraparound model as an alternative to out-of-home placement and for aftercare. To this date, out of 235 youth who received wraparound services between July 2012 and April 2017, 210 (89 percent) have had no new sustained offenses within six months of their release from the program. Out of the 235, 176 (75 percent) were still at home or a home-like setting six months after completing the program.



All youth receive the CANS assessment and Lincoln Project Permanence is able to analyze cases from intake to discharge. Additionally, all youth receive trauma informed services, an assessment, and mental health treatment plan are written for the youth. A total of 11 clinicians are employed and all are trained in trauma-focused practices. Staff are trained to assess for history of trauma or any chronic traumatic experiences. The ACPD is focusing on family finding and evidence based practices. Trainings have been provided and are planned for the entire Juvenile Division, including executive management.

Leadership from ACPD, Behavioral Health Care Services and Lincoln Project Permanence has developed a methodology for quality assurance and program fidelity outcomes:

- 1.) All cases receive a family team meeting within 30 days of case opening and monthly thereafter. At the end of the services a youth and family satisfaction survey is completed upon discharge to measure the families' perception of the community supports.
- 2.) 70 percent of youth shall have no new sustained arrests during the time of treatment to be reviewed at discharge and six months' post-discharge.
- 3.) 70 percent of youth will be living at home or a home-like setting in the community and not in congregate care at discharge.

Changes are tracked by comparing intake and discharge scores using five domains of the CANS assessment: Behavioral/Emotional; Child Strength; Juvenile Justice; School; and Life Functioning.

### **Systemic Issues**

The ACPD will be developing a strategic plan that builds upon the reform efforts and is sensitive to the realities of the fiscal and operational limitations, department priorities and one that is aligned with the county's vision 2026. The ACPD is developing a new management information system.

The ACPD has continued to struggle with quality assurance and implementing a county case review system, partially due to experiencing challenges in hiring additional management analysts.

### **Key Investments and Sustainability**

The waiver activities are sustainable in the ACPD due to the department having other funds to leverage for these services. The ACPD participates in the Juvenile Justice Crime Prevention ACT (JJCPA) and the Youthful Offender Block Grant (YOBG). The JJCPA provides state funding for juvenile probation departments to implement programs that have proven effective in reducing crime and delinquency among at-risk

youth and youthful offenders. The YOBG provides state funding for counties to deliver custody and care to youthful offenders who previously would have committed to the California Department of Corrections and Rehabilitation, Division of Juvenile Justice. The ACPD started receiving the grant in 2000 and there is no expected date of termination.

**Wraparound Success Story  
Alameda County Probation Department**

**Story #1**

Sixteen-year-old JE (initials for privacy) came to Project Permanence (PP) as a youth on juvenile probation. JE had experienced depression for much of her adolescence and while enrolled at a public school, JE refused to attend. As an expectant mother, with the help of Project Permanence, JE was able to enroll at Fruitvale Academy where she received educational and health services. During her weekly engagements with Project Permanence, JE was also able to receive mental health and academic supports. Shortly before closing JE's case, JE shared her report card with the team and revealed that she had received all A's and B's. As the daughter of Latino immigrants, JE experienced many challenges growing up in a single parent household. Abandoned by her father at an early age, JE became devoted to giving her baby all of the opportunities she did not have. Through her work with Project Permanence JE developed new coping skills which helped her manage her depressive symptoms and thrive within her educational, home, and community environments. Finally, with the support of her mother and Project Permanence, about one month following her discharge from the PP program, JE was dismissed from juvenile probation. Thank you JE for being an inspiration to us all!

**Wraparound Success Story  
Alameda County Probation Department**

**Story #2**

Seventeen-year-old JR was referred to Project Permanence as a youth on juvenile probation, and instantly became engaged in the program. After enduring abuse and

abandonment from her guardian, JR was on the verge of homelessness. JR shared with the Community Liaison: “all I want is a place to lay my head down at night.” Through her engagement with Project Permanence, juvenile probation and a number of service providers were able to collaborate to solidify housing for JR. Furthermore, because of the positive relationships JR formed with Project Permanence and her juvenile probation officer, JR became motivated to consistently attend her court dates and has been doing so since her case opened. JR is currently working with many advocates and mental health providers arranged through Project Permanence. Due to her stabilization in transitional housing, JR has been able to have her basic needs met as well as enroll in school. Helping JR find “a place to lay her head down at night” is one reason we do the work that we do. JR is scheduled for a discussion of dismissal from juvenile probation at her next court date in December.

## **Lake County**

Due to the agency’s intention to exit from the Project, CWS instituted a moratorium on referrals to Family Wraparound until viability of the program could be determined. Thus, a lower number of children were served this reporting period than Lake County Probation Department had projected with 20 children served versus 40 children projected to receive services.

The LCPD made a decision to withdraw from the Project effective September 30, 2017. Although LCPD withdrew, the department will continue to serve minors and families who have first time contact with Juvenile probation or who have a criminogenic need of current living arrangements. The LCPD has experienced many successes including; helping families find housing, parenting, and employment assistance through the Project.

## **Systemic Issues**

The LCPD had challenges with recruitment of staff due to being a smaller county, and is working with CPOC to explore new ways to recruit staff. The LCPD is having discussions about contracting with local providers to increase juvenile probation-suitable resource homes and has plans to meet with other county agencies and stakeholders to develop alternative options to recruit resource families.

## **Key Investments and Sustainability**

The LCPD used waiver funds to host the Exploring Horizons Summer Program. Currently LCPD is researching other ways to sustain this program through grants or sponsorship from the community. After deciding to exit the waiver, many multi-agency collaborative discussions occurred to figure out how to continue with the program using alternative funds.

### **Success Story - Lake County Probation Department (LCPD)**

Waiver activities have had a very positive and educational impact on both youths and families. Through services like the Exploring Horizons Summer Program and Surviving Parenting classes, families that have participated provided a lot of positive feedback. Juvenile probation officers have enabled youth to seek employment through Job Corps, providing the opportunity for relocation to more stable environments.

### **Los Angeles County**

Los Angeles County Juvenile Probation (LAPD) served 358 youth between the ages of 12-17.5, which was just below their projected number of 371 youth. During the reporting period, 38 youth graduated from Wraparound. Juvenile probation anticipates serving over 400 in the future, though the number of youths served fluctuates for many reasons in each reporting period. LAPD anticipates that the number of youth served will increase with the expansion of the target population under the new agreement with Department of Mental Health (DMH).

October 2016, three County departments jointly discontinued use of the WFI-EZ and Child and Adolescent Functional Assessment Scale (CAFAS). The DMH, in addition to using the Wraparound Data System Application, is using the Child and Adolescent Needs and Strengths (CANS) and Outcome Measures Application (OMA) to collect Wraparound enrolled youth's outcomes data. The OMA includes a baseline assessment, three-month assessment, and key event change, which reports changes in the status compared to the baseline assessment. The Pediatric Symptom Checklist is used for youth aged four to 16 to identify difficulties in psychosocial functioning. The Child and Adolescent Needs and Strengths (CANS) is a tool developed to identify needs and strengths, determine youth functioning, and support case planning. The Child and Adolescent CANS may be utilized for ages five to 17 years while the Early Childhood CANS is intended for birth through four years of age. The change in assessment and data collection systems is key to understanding outcomes for youth participating in Wraparound through juvenile probation in Los Angeles County.

Fidelity among agency staff is monitored through Plan of Care (POC) reviews for the following: engagement, assessment of needs and strengths, teaming, identification of support networks, case plan goals and transition planning. Historically, the fidelity was assessed with WFI-EZ until October 2016. Juvenile probation is working towards obtaining a contract with the University of Washington for the WFI-EZ for juvenile probation Wraparound youths only.

Juvenile probation, LA DCFS, and DMH meet on a regular basis to share and discuss the program needs and CQI processes.

### **Sacramento County**

Sacramento County Juvenile Probation Services serves youth ages 12-17.5 years old. The department served 61 youth this reporting period, just below their projection of 62.5



youth and noted a downward trend of youth who encounter the juvenile justice system. Given their successful implementation and outcomes to date, the department was invited to present on their Wraparound program through the Title IV-E Waiver Project at the Federal Children's Bureau Annual Waiver Conference on June 29-30, 2017 in Arlington, Virginia.

In September 2017, the department began using a new criminogenic risk and needs assessment tool, the Youth Level of Service/Case Management Inventory (YLS/CMI). The new instrument allows officers to obtain a dynamic look at the changes in a youth's level of criminogenic needs and observe the impacts Wraparound services will have on them. The data will also inform the department about a youth's dynamic risk to reoffend. Data from the new tool will be incorporated into future submissions to the Project Evaluation Team and inform internal intervention evaluations.

Contracted providers use the Wraparound Fidelity Index (WFI) to monitor fidelity. Juvenile probation staff participate in bi-weekly case staffing meetings where aspects of the model are discussed and processed, use the Team Observational Measure (TOM) instrument, and plan to incorporate a department-level quality assurance check on the Wraparound intervention.

All youth served are screened and assess for trauma. The service provider, River Oak Center for Children (River Oak), uses the Post Traumatic Stress Disorder Reaction Index and the CANS instrument (trauma component). In this reporting period within River Oak's program, 18 youth participated in evidence-based interventions (EBIs): Aggression Replacement Training, Functional Family Therapy, and Multi-Systemic Therapy, with an 80 percent Wraparound graduation rate. Juvenile Probation Services does not track recidivism on specific youth for each semi-annual report reporting period. The data is included though in the raw data sets which are provided to NCCD with the October data submission. What they do track is recidivism on a yearly basis for all youth in their interventions from their start in the interventions (also provided to NCCD). This look is done on an annual basis in July. Given the way data is tracked listed above, the county is unclear in trying to answer this question what measure would be considered as a baseline recidivism rate and if risk level and/or age would be considered necessary. They are meeting later this week with NCCD to discuss data availability and that discussion may further inform how the question could be answered. River Oak employs two clinicians trained in trauma-focused EBIs. The second service provider, Stanford Youth Solutions, uses the CANS instrument to assess and screen for trauma, although they did not provide any EBIs during this reporting period.

## **Systemic Issues**

Programmatically, staff in the Early Intervention Unit are exploring the use of a quality assurance observation tool to monitor Wraparound fidelity and are pursuing training opportunities for the instrument.

## **Key Investments and Sustainability**

The Juvenile Probation Services has not yet identified an alternative source of funding to sustain the intervention however, began discussions about sustainability this reporting period. The CFP was consulted about assistance in sustainability planning, mapped out the elements to review for possible expansion/modification, and fiscal issues to address. Sustainability is the theme at this year's Annual Waiver Meeting in November 2017. Discussions will be focused on exploring project sustainability, understanding funding streams and identifying programmatic fiscal considerations that contribute to sustainability.

### **Success Story Sacramento County Juvenile Probation**

While participating in Wraparound services, a youth's dad was admitted into an Alcohol and Drug (AOD) program. The youth got a Driving Under the Influence and he was expressing suicidal/hopeless thoughts. The team provided crisis support and increased support to the family. The youth started opening up more in skill building meetings with the Wraparound Specialist, and the Wraparound Facilitator met with him individually. He participated in a suicide awareness walk during Wraparound services. At the end of services, the youth had more hope and future-focus. To close services, the team had a graduation party. It was pirate-themed and the youth's mom prepared treats and goodies to thank the team. The youth graduated from high school and is now enrolled at American River Junior College. Moving forward, the youth is seeing a therapist and working on his ongoing challenges. He and his father are partnering in their commitment to sobriety. He is better able to handle stress and volunteers at a cat shelter.

**San Diego County**

The San Diego County Probation Department (SDCPD) projected to serve 13 youth between the ages of 12 -17 years of age. The department surpassed their projected number and served 59 youth and accepted 23 referrals during this reporting period. SDCPD had noticed a slight decrease in Wraparound numbers, which led them to work with providers to coordinate unit Deputy Probation Officer level Wraparound informational trainings.

A barrier that SDCPD experienced was data sharing and not being able to accurately capture the Project's Wraparound population. During this reporting period, SDCPD worked closely with Behavioral Health Services (BHS) and the holder of the Wraparound contract to establish a monthly population information exchange with both providers. Progress has been made and data is now being shared by BHS. On September 1, 2017, BHS received approval from County Counsel in sharing individual case level Wraparound information and data that includes: youth accepted, family team meetings dates, type of meeting, who was in attendance and release and termination reasons. Since this agreement has been reached, SDCPD now has more robust Wraparound population information being shared by the Wraparound providers and BHS.

The SDCPD holds monthly oversight meetings with BHS and the wraparound providers to review service delivery items and assess challenging cases. The SDCPD plans to train all staff on the use of the WFI-EZ tool to provide a more formal established method of assessing fidelity in the delivery of wrap services from our providers.

### **Key Investments and Sustainability**

The SDCPD is currently planning for provision of services if the Project should end in 2019. The SDCPD plans to do this by having discussions at upcoming conference calls and meetings with the CDSS. No additional key investments have been identified.

### **Success Story - San Diego County Probation Department**

The SDCPD leadership team has received positive feedback regarding Wraparound from the juvenile probation officers. Below are some of the officer's thoughts:

I have received spontaneous and unsolicited verbal input from numerous officers who have youth in Wraparound services. They are in support of Wraparound as they see first-hand many of the benefits. They have cited benefits such as families appearing to be more stable, families being more cooperative with the department, and families having a sense of unity. In addition, the officers have noticed changes in the youth's overall stability and improved compliance with case plan objectives and court orders. Many officers also verbalize that Wraparound should be mandatory for all families. Although being very aware that Wraparound is a voluntary service, they see the benefits and would like to include a broader population of youth.

## **San Francisco County**

San Francisco County Juvenile Probation Department (SFCJPD) in partnership with the contracted Wraparound provider, Seneca, served approximately 15 youth between the ages 12-19 years-old this reporting period. The number served did not meet their projection, but it was noted that summer months are typically low. They expect to serve 25 youth next reporting period.

Challenges include maintaining continuity of care when a youth is detained or placed back into placement. The SFCJPD has a strong working relationship with Seneca who continues to work with youth while they are detained, however, not all providers will provide this level of service, especially given that they are unable to draw down funds. Given the complexity of the youth served, engagement and treatment can take longer making the continuity of services even more important.

The San Francisco County Juvenile Probation Department continues to maintain a collaborative and productive partnership with external stakeholders. During this reporting period, several meetings were held with local Wraparound providers, the Bay Area Academy, the SF Family and Children Services and the Community Behavioral Health Services Department to develop standardized curricula for CFT meeting participants and facilitators. This will help ensure consistency and align CFT practices countywide.

Fidelity is monitored by Seneca, the contracted Wraparound provider, using the WFI-EZ. Surveys are sent to caregivers, clients, and care coordinators. The questions measure adherence to the ten Wraparound principles. The findings of fidelity were not determined during this reporting period as Seneca is still finalizing their report. San Francisco County JPD participates in a bi-annual Case Review in collaboration with the child welfare department to review cases from each contracted provider.

## **Systemic Issues**

San Francisco County JPD faces the same challenges as last reporting period 1.) Management Information Systems 2.) Foster and Adoptive Parent Licensing, Recruitment and Retention and 3.) Staff, Caregiver and Service Provider Training. They struggle with tracking the expanded population served through wraparound, having to manage multiple tracking reports. However, beginning September 2017, their contracted provider increased functionality of their Monthly Summary Report, which includes a breakout of waiver clients and regular Wraparound clients for enhanced tracking and analysis.

San Francisco County JPD has assigned one of the recently hired analysts to oversee the Foster and Adoptive Parent Licensing, Recruitment, and Retention. They are in the process of increasing their staffing capacity to include a Social Worker who will manage this program.

San Francisco County is among one of the highest cost of living counties within California. Service providers are citing struggles in hiring and retention of staff due to the county's economic climate.

### **Key Investments and Sustainability**

San Francisco County JPD is evaluating how reinvestment dollars can improve care coordination through the enhancement of our new case management system. This may occur in the next reporting period.

Wraparound was implemented prior to the waiver, however, under the Waiver, the population was expanded to include pre-adjudicated youth and incompetent youth. San Francisco county JPD is in the early stages analysis to determine what, if any, impact will affect the expanded population and the Parent Partner Program Post-Waiver.

### **Santa Clara County**

The Santa Clara County Probation Department (SCCPD) projected to serve 118 youth, ages 12-18 years old. The SCCPD serves youth from three target populations; pre-adjudicated, adjudicated, and re-entry. During this reporting period, 118 unduplicated youth received services. Out of the 118 youth served, 59 (50 percent) were pre-adjudicated, 43 youth (36 percent) were adjudicated, and 16 youth (14 percent) were re-entry.

The SCCPD has experienced delays when enrolling youth into school following the release from Juvenile Hall or the James Ranch Program. Transitioning a youth's school records from the County Office of Education to the enrollment district is delayed and causes the youth to experience a lapse in educational services. The Wraparound team continues to assist in streamlining school linkage services to make sure the youth's educational goals are met.

Youth committed to the James Ranch have not been foster care youth; therefore, they are ineligible to receive such services. However, an educational social worker has joined the transition team and begins working with the youth and family sixty days prior to release from the Ranch. This process has proven ample time for documents to be released, forms to be signed, and educational goals to be established.

Additionally, the JPD will be starting a Foster Ed Pilot program for all Probation youth. We are confident the pilot will assist in decreasing this lapse in services.

Despite the challenges, SCCPD has made significant gains during this reporting period. In May 2017, SCCPD completed a Wraparound Logic Model. The model ensures all system partners have a clear understanding of the Wraparound principles and services. SCCPD was able to expand substance abuse treatment services to youth receiving Wraparound services. Most importantly, SCCPD has seen a continuous decline in the

number of youth being committed into out of home care through foster care orders. The average number of youth in active foster care placement has been less than 14 youth per month. A new database to track outcome measures is anticipated to be fully operational by January 2018.

In early 2016, the number of youth committed to out of home care began trending downward. In 2017, the numbers remained consistent, on average, 14 youth in group home care per month.

During this reporting period SCCPD has been able to identify youth who are eligible to receive Pathways to Well-being specialty mental health services, hosting Wrap Booster training for juvenile probation officers, utilizing CSEC advocates who help tailor case planning strategies and safety plans to meet individual circumstances, offering 10 weeks of aftercare concurrent with Wraparound services for youth who participated in the James Ranch Program, and effective September 2017, SCCPD allows youth in custody to maintain Wraparound services for 30 days.

The SCCPD works with five Wraparound providers: Seneca, STARS, Rebekah's Children Services (RCS), Uplift Family Services and Unity Care. Each provider provides trauma-focused screenings for the youth served. The following is an overview of trauma and mental health screening and assessments provided from each agency: Seneca screened and assessed 33 youth, STARS screened 38 youth and accessed 100 percent of the youth, RCS screened and assessed 13 youth, Uplift Family Services served 28 juvenile probation referred youth, and Unity Care screened and assessed 23 youth.

Methods for assessing fidelity include in-field observations of both CFT and TDM's and quarterly one on one session with providers and staff. Wraparound providers and Santa Clara JPD staff are monitored and observed on a weekly basis, by the Family Preservation Unit and Re-Entry Unit Supervisors, and measures all ten Wraparound principles and key activities. As an additional measure of reliability, Wraparound providers distribute youth and family satisfaction surveys and results are shared with Santa Clara JPD to assess fidelity.

## **Systemic Issues**

The SCCPD worked on the development and application of an inter-departmental Wraparound database. The database can be accessed by staff members and juvenile probation's Research and Development Team, for data collection and analysis within the SCCPD. The database will allow SCCPD to better track and report important data points for the well-being project. Due to confidentiality constraints, Wraparound providers are unable to provide detailed information from CANS. Santa Clara JPD continues to work with system partners in developing a MOU to facilitate CANS informational sharing.

The Santa Clara County Counsel is actively working with the Behavioral Health

Services Department in creating an agreement to have access to and share raw CANS data for research and development purposes. There is no exact timeline set for the resolution of legalities. Any information from San Diego that you can share would be appreciated.

### Key Investments and Sustainability

The SCCPD is committed to sustainability of Wraparound services for youth post-waiver. SCCPD continues to expand services and align policies to better serve youth under CCR and pursuant to Assembly Bill 403. However, at this time SCCPD does not have any additional key investment using waiver funds.

#### **Success Story - Santa Clara County Probation Department (SCCPD)**

The SCCPD has received positive feedback from youth, families and staff utilizing Wraparound services. Please see the testimonial below:

A youth named J. was referred to the juvenile probation department in May 2016. J. had lost his father when he was just a young child. J. recalls, he and his sister discovered their father in the family home deceased from an apparent drug overdose. This tragic event was the catalyst for trauma within the family unit, as the mother was left to raise three children on her own. The youngest child was taken away by the Department of Family and Children's Services and eventually adopted. To this day, the family is not allowed to have any contact with the child.

At the time of intake, J. disclosed the family was residing in the garage of a friend's home. However, the family was evicted after J. allegedly took a scooter from the family friend without permission. The family became homeless and lived in their car for several weeks. Based on the needs of the youth and family, J. was granted services through Wraparound and assigned to Rebekah's Children Services.

Upon assessment of the family, the Wraparound team was able to purchase a large tent for the family. They initially camped at a local campsite, but J. and his siblings were not adequately supervised, as the mother was working two jobs and going to school to provide for the children. The family was asked to leave this campsite and relocate to an alternative site. The Wraparound team utilized flexible funding and was able to cover all campground fees.

Unfortunately, the family was not able to continue to reside at the campground and ended up living at a frontage road alongside Highway 101. All members of the family stayed in the tent and took showers at a local rescue facility. During this time, the Wraparound team worked directly with the mother to obtain Section 8 housing vouchers

#### **Success Story SCCPD Continued...**

and began an active housing search for the family. Money remained tight, but the Wraparound team continued to help the mother buy groceries and provide for the children. Furthermore, despite the living conditions, J. continued to attend school regularly, as the Wraparound team ensured he had transportation to and from school.

Through active efforts by the family and the Wraparound team, they were able to secure an apartment for the family. The Wraparound team paid for the first and last month deposit, as well as several months' rent, to stabilize the family. During the move, the Supervising Juvenile Probation Officer Utsey donated furniture and other household goods and Deputy Juvenile Probation Officer Johnson rented a truck to assist the Wraparound team in obtaining essentials for the family. They traveled from city to city locating donated items for the family to maintain stability and live comfortably. J. was elated to have his very own room and felt secure with his family in the new home.

He disclosed to the juvenile probation officer enjoying having a "normal life." J. stated the relationship with his sister has improved, adding, one of his favorite things to do is just hang out with his sister and play video games at home.

The family became very engaged with the Wraparound team and readily accepted the support of a parent partner and family specialist. After a short while, J expressed interest in mixed martial arts, so the family specialist enrolled him into a local gym that specialized in this art. Further, J. became engaged in therapeutic sessions, as well as a law education course. Additionally, the minor began attending the EDGE school. His grades began to greatly improve and he accumulated much needed school credits toward a high school diploma. As a direct result, in July 2017, he was approved and accepted into mainstream high school to complete his educational requirements.

The mother has noticed a huge improvement in John's behavior and believes he is maturing into a positive young man. She attributed this growth to the support of juvenile probation and Wraparound services, which have been instrumental in facilitating the family's stability resulting in success.

## **Sonoma County**

Sonoma County Juvenile Probation served 51 youth, between the ages of 13 to 18 years old, with Wraparound services this reporting period, exceeding their projected number of 45. There were no updates to provide including barriers, accomplishments, new services, or fiscal trends.

To monitor practice fidelity, Sonoma County Juvenile probation conducts regular audits through case file reviews by evaluating case plans and contact notes. Supervisors conduct bi-weekly reviews of attendance time coding which reveals how much time and what type of activities are conducted with youth. Juvenile probation looks for engagement activities between the officers and families, specifically whether or not CFT meetings are occurring monthly. They expect their contracted provider to begin using the WFI in the next reporting period to measure Wraparound fidelity.



## **Key Investments and Sustainability**

No key investments made during this reporting period.

Sonoma County Juvenile probation is in the early stages of planning sustainability. They are working closely with child welfare to identify the scope of fiscal gap and alternative funding sources. They expect to have an evaluation report by summer of 2018 that will help guide their sustainability analysis.

## **Optional Interventions**

All of the participating Project counties in California have developed or begun innovative programs to serve the unique families in their communities. Some of the families and children served with these optional interventions include: Commercially and Sexually Exploited Children (CSEC), prevention services to help prevent children from entering care as well as parenting support. The flexibility of funding allowable under the Title IV-E Waiver has allowed counties to develop programs which provide holistic and supportive services to traditionally ineligible families in need or experiencing crisis.

## **Alameda County**

Child Welfare

### **Positive Parenting Program (Triple P)**

Triple P is an evidenced-based parenting program targeted for parents with children ages zero to 18 either in out-of-home or in-home placements. Alameda CFS projected to serve 136 parents annually. The Triple P program experienced referrals being closed due to lack of contact information, parents declining services, receiving parenting education elsewhere, being incarcerated, or case closed. Alameda CFS anticipates graduating 68 parents semi-annually. Fifty-five parents have graduated this year from the program. There has been staff turnover with the contracted agency, however, parent classes are still being offered with certified Triple P instructor. In an effort to improve the referral process Alameda CFS has asked staff to ensure parent contact information is accurate, having flyers available to parents during Team Decision Making Meetings (TDM's), notifying parent that someone will be in contact with them 48 hours after a referral has been made, increased reminders of classes being offered, and offering a \$100.00 incentive for the completion of the entire curriculum.

### **Commercially and Sexually Exploited Children (CSEC)**

Alameda CFS contracts with Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth (MISSSEY) Inc. to provide CSEC advocacy and case management, providing both direct service delivery to identified CSEC and consultancy to CFS on development of staff training strategies and participation in service planning for CSEC

and youth who are vulnerable to trafficking. Alameda CFS anticipated serving 40 youth between the ages 12 to 18. 61 youth were served during this reporting period. The number of youth served was tracked by activity from MISSEY, Inc. which include; 9 youth referred to service, 28 youth served through prevention sessions, 32 youth served through intervention sessions, 23 youth served through case management, and 15 youth served through placement stabilizations visits.

A continued barrier that Alameda CFS encounters is a lack of available placement options for CSEC youth. To address this barrier, in July 2017, Alameda CFS placement services hosted two charrettes for Foster Family Agency (FFA) and group home providers creating the opportunity for open discussions regarding CSEC and caregiving. Alameda CFS is anticipating two CSEC Short Term Therapeutic Residential Program (STRTP's) to be licensed in 2018, which would help with placing CSEC youth. On-going child welfare staff development is offered to promote understanding of the impact on the CSEC youth and for them to know the best approaches when working with these youths. A series of three trainings, each building on the one prior will specifically be tailored for placement services staff. The training is anticipated to be implemented within the next 12 months.

Juvenile probation

### **Collaborative Court**

Collaborative Court serves youth between the ages of 11-17 years of age with an intended outcome of reduced recidivism. During this reporting period, the projected number of youth to be served was 40. Forty-two youth and families were served between April 2017 and September 2017. To date, out of 210 youth who received Collaborative Court Services between August 2010 and April 2017, 189 (90 percent) have had no new sustained offenses with six months of their release date from the program. 13 youth received both Collaborative Court and Wraparound services. Out of the 13 youth that received both services; 9 youth received no new sustained offenses post discharge, 3 youth received no new sustained offenses after Collaborative Court, and 1 youth received a new sustained offense post discharge from Collaborative Court.

Out of 210 youth who completed the program, 139 (66 percent) were still at home or a home-like setting six months after completing the program.

### **Multi-Disciplinary Family Therapy (MDFT)**

The MDFT is an alternative to out of home placement and as a model for aftercare when appropriate. The MDFT simultaneously addresses substance use, delinquency, antisocial aggressive behaviors, mental health disorders, school and family problems, and prevents out-of-home placement through a variety of therapeutic and behavioral supports for adolescents, parents, families, and communities. The MDFT program serves youth between the 11 and 17 years old. The ACPD projected to serve 25 youth,

with the 37 youth actually served. The MDFT will serve approximately 24 youth at any given time and 50 youth per year. Out of 12 youth that received MDFT services, 9 (75 percent) have had no new sustained offenses with six months of their release. Out of 12 youth who completed the program, 9 (75 percent) were still at home or a home like setting six months after completing the program.

## **Los Angeles County**

### **Child Welfare**

#### **Prevention and Aftercare Population**

This program provides services to all age ranges. The projected number of children to be served was 15,065. The program served 13,237 adults and children (6,560 adults and 6,677 children). This data represents April-July 2017 only, as some August and September agency reports remain pending. The projected number of children to be served in the next reporting period is 15,065.

#### **Partnership for Families (PFF)**

In this reporting period, 600 families were served which included 786 adults, 1,190 children (data included for April through July, August with six agencies pending). The actual number served is a bit short of the 616 families projected, however taking into consideration that data is outstanding for August and September, it is anticipated that PFF will exceed the projection. The projected number to be served in the next reporting period is 616.

### **Juvenile probation**

#### **Functional Family Therapy (FFT)**

In this reporting period 171 youth and families were served, and 96 individuals graduated. The projected number of 200 youth and families was not met due to some referrals not meeting eligibility criteria. In addition, some referrals required a Spanish-speaking therapist in a service planning area where Spanish-speaking therapists were at capacity during the evaluation period. FFT is projected to serve 200 youth and families in the next reporting period.

The Placement Bureau at LAPD has moved operation to a smaller building that does not meet the needs of the therapists (cubicle space, privacy, space for desks, etc.). The issue of space has resulted in FFT group clinical staffing having to cancel meetings when a conference room could not be reserved. The LAPD is working with administration to ensure that all clinical staffing meetings occur as scheduled. The FFT staff and supervisors have remained flexible and are continuing to receive the training and coaching that they need to maintain fidelity to the FFT model.

## **Sacramento County**

### **Child Welfare**

#### **Family Finding and Kinship Support**

Sacramento County CPS contracts with two service providers, Sierra Forever Families (SFF) and Lilliput Families (Lilliput) to carry out this intervention for youth ages 0-17 years. The SFF provides family finding services for children with one or more barriers to permanency. Per the current expenditure agreement, SFF was projected to serve a minimum of 75 children during this reporting period and had met their goal by serving 116. This statistic includes rollover from the previous report period, as their *Destination Family Program* works with children for an average of 18-24 months.

Lilliput provides family finding services for children who recently entered the child welfare system. Although placement with kin is the primary goal, identifying, engaging and reconnecting children with their extended family is a secondary goal, as not all relatives are able to provide placement. Per the current expenditure agreement, Lilliput projected to serve 37-45 new children in the family-finding program and 61-75 families in the Case Management program. Lilliput served above the projected number of children for this reporting period reaching 46 new children and provided case management to 118 children.

The projected number of youth served next reporting period is expected to remain the same with both contracted agencies. There have been no significant changes or key decisions made during this reporting period as the optional intervention program remains successful with the current systems and roles in place.

#### **Prevention Initiative**

This intervention served 2,379 children between the ages of 6-17 years and families during this reporting period. The workgroup that was established in previous reporting periods with the objective of increasing referrals to Birth and Beyond (B&B) and Family Resource Centers (FRC) is making gradual changes. Coordination, scheduling, and communication of meetings have been streamlined. Additional teaming training was conducted by the service provider to their staff. The workgroup aims to develop a joint visit protocol between Differential Response teams. Finally, a database was created to enhance data collection methods and identify incomplete referrals. During this reporting period, Birth & Beyond and FRC have reported increased referrals and improved communication between all agency partners.

The B&B plays an important role in the provision of services to African American families given its nine geographic locations in Sacramento County neighborhoods and the significant proportion of African American residents.

In the 2016/17 program year, African American children comprised 11 percent of the Sacramento County child population and 21 percent of all B&B children served. The 2015/16 B&B Annual Evaluation found that African American parents, engaged in home visitation, have cases open 148 (16 percent) fewer days than the average for all families across all nine FRCs. In response, B&B launched a Collaborative Action Planning (CAP) Process to enhance African American family engagement and cultural responsiveness. The CAP Process goals are to: 1) work collectively to examine B&B cultural responsiveness and African American family engagement from referral to program completion and develop an action plan; 2) build B&B's capacity to further support collective impact work, including clarification of roles/definitions, development of shared values, vision and goals, and provision of training/coaching to sustain collaborative success; 3) identify upcoming issues and prepare for future collaborative work, including opportunities for deepening collaboration with B&B funders; and 4) provide recommendations/tools that can be used by funders to improve cultural responsiveness and family engagement from referral to program completion. The B&B's CAP process will be completed January 2018.

## **San Diego County**

### **Child Welfare**

#### **Family Visits Coaching (FVC)**

San Diego CWS projected to serve 75 children ages 0-17 years old this reporting period as part of the Family Visit Coaching (FVC) program. There were 90 children that were served. The CWS anticipates serving 100 children and families during the next reporting period.

San Diego CWS faces some barriers with FVC but the department has also been proactive in finding solutions. The first barrier that FVC faces is transportation. The FVC contracted with an outside provider to meet transportation needs of families to attend visits, however transportation was not provided as agreed upon. Contracted staff in both programs connected and resolved the transportation concerns. The FVC has barriers pertaining to referrals as there was confusion amongst staff about eligibility requirements, thus reducing referrals in some regions. In order to be proactive San Diego CWS has drafted a policy clarifying policy about eligibility criteria that will be published next quarter. Lastly, the FVC is trying to find a balance between wait-lists and receiving enough referrals. The programs are finding the balance between eliciting referrals from social workers and getting massive referrals after messaging has been relayed to social workers. The team at FVC is now strategizing on how to message the services and staff appropriately for serving the maximum number of families.

The policy was recently updated to include a supervision tool that helps workers and supervisors assess visitation every 60 days. The form assesses what is working well, identifying barriers to progressing visitation, and next steps to keep visitation

progressing in a safe way. San Diego CWS goals include targeting supervision and coaching efforts around progressive visitation. Since the supervisor tool has been incorporated into policy, the next steps will include incorporating visitation into coaching efforts.

### **Permanente Connections**

San Diego CWS projected to serve 120 youth ages zero-17 years of age but actually served 73 youth through Permanente Connections intervention during this reporting period. The projected number was not achieved this reporting period because the process of engaging youth and families required more time than was originally anticipated. The contractors discover family members through interviews with the social worker, youth, and already identified family members as well as reviewing the CWS case files. Due to complexities and tumultuous family histories, relationship building has resulted in prolonged time to engage relatives.

The San Diego CWS has faced some barriers with Permanente Connections this reporting period. San Diego CWS did not have the capability to publish the policy for the Permanente Connections program due to unanticipated approval delays. The delay was mitigated by publishing an information bulletin for staff that provides information about the program however; it is not required as policy.

The San Diego CWS has made progress with engaging resource families in these services. San Diego CWS has provided training around permanency and permanent connections to resource families in September 2017 and anticipate providing another training in November 2017. San Diego CWS has had success with conducting on going family findings efforts through the life of a case, establishing family finding/engagement staff who contact kin regarding reconnecting with youth and family finding/engagement contract staff to reconnect youth with their parents. Additionally, San Diego CWS having family finding staff utilize mobility maps, genograms, eco-maps, safety circles and other tools with youth to help identify connections.

Juvenile probation

### **Permanent Connections**

The San Diego County Probation Department (SDCPD) projected to serve five youth ages 12-18 years of age. The SDCPD served seven youth and accepted five youth during this reporting period. Although they met their projected number of youth served, SDCPD struggles with the providers placing youth on a waitlist when their numbers are already low. This is due to the providers struggling with caseload size and staffing issues. The SDCPD is working on getting the providers trained on Community Resource Directory (CRD), which is their automated referral tracking system. Trainings are scheduled to be completed within the next 60 days. The Juvenile Division completed training on Family Finding/Permanent Connections to educate the staff on the importance and benefits of family finding.

## **San Francisco County**

### **Child Welfare**

#### **Family Wraparound**

San Francisco County FCS uses Family Wraparound as their optional intervention. 33 children and youth received Wraparound services through two main service providers Seneca and Strong Parents and Resilient Kids (SPARK) Wraparound program. Referrals for Wraparound services have declined. The agency is currently reviewing the fiscal impact to determine if contractual revisions are necessary.

### **Juvenile probation**

#### **Parent Partners**

The contracted agency is A Better Way (ABW). San Francisco County Juvenile Probation Department (JPD) served seven parents during this reporting period. The peer parent advocate has been integral to the monthly Juvenile Advisory Council Orientations and assists in interpreting for Spanish-speaking families. The Parent Café model was launched in March 2017 to engage parents, build protective factors, promote self-reflection, and provide peer-to-peer learning. Thus far, the series has been well attended, productive and successful.

Challenges are related to ABW's staffing issues. There has only been one peer parent advocate, thus not allowing JPD to meet their projected numbers. According to ABW, additional staff have been hired as of October 2017 and they expect to increase their capacity served.

#### **Success Story - City and County of San Francisco JPD**

There has been a significant shift in culture within San Francisco County JPD. In the past, Juvenile probation Officers viewed Wraparound services as the Provider's responsibility to now having the desire of being a part of the Wraparound team. Juvenile probation officers and the families being served value Wraparound services, especially the structure provided to youth and families. Staff have reported that the Wraparound implementation process via a Multi-Agency Services Team (MAST) meeting was viewed favorably. This meeting allows discussion about the youth and family from different disciplines.

## **Santa Clara County**

### **Child Welfare**

#### **Community-Driven Prevention**

The Community-driven intervention looks at the top six zip codes that had the most referrals of general neglect and misdemeanor offenses with minority children in the area. When looking at prevention efforts, the six zip codes will serve as the primary target population.

The Community-driven intervention will:

- (1) Strengthen existing collaboration and improve teaming between SCDFCS and the community;
- (2) Augment mandated reporter training by messaging that “Poverty does not equal neglect,” the importance of cultural humility and responsiveness, and building educator trainer capacity to deliver the modified trainings; and
- (3) Develop local leadership to increase self and community advocacy, particularly to address issues affecting or correlated with communities of color.

The SCDFCS recognizes that poverty plays a substantial role in child neglect. Working alongside the county system partners, school districts, community agencies, and families, can help shift the focus of community prevention efforts. The goals are to address risks associated with poverty, crosscut key sectors of society (examples; education, government, juvenile justice, public health, and social services) and building systems that advocate for policy improvements in the six communities.

#### **Success Story - Santa Clara DFCS**

The SCDFCS has received positive feedback from youth and families that utilize their services. Below are some of the family testimonials regarding the Community Brokers:

Parents and Family members have reported:

- “The broker was a blessing for my family.”
- “I am grateful for their help and the resources provided, the food bag, parenting classes are good.”
- “Client shared that she was actually grateful for the CPS call as it gave her a chance to reach out and get some help. The cultural broker not only helped her find the needed services, but also helped her stand up for her rights.”
- “Much appreciation, without the support from the cultural broker I would have not been able to get guardianship of my grandson.”



## **Sonoma County**

### **Child Welfare**

#### **Parent Orientation and Parent Mentor Program**

This program provides services to clients or parents of children and projected to serve 60 clients. The Parent Orientation program reached 50 clients, however, only 36 clients completed the services while 14 participated in some services. The Parent Mentor Program had 28 clients engaged in services. Sonoma Family Youth and Children's Division FYCD projects to serve 75 clients between the two programs in the next reporting period. The county recently trained two new staff to work on the referrals for these interventions.

#### Housing Assistance & Permanency Program

Sonoma County FYCD exceeded their projected goal (ten families) by serving 35 families this reporting period. The program expanded its capacity to serve clients by obtaining a Bringing Family Homes (BFH) grant. The grant provides additional funding, allowing an increased number of families to receive services.

#### *Juvenile probation*

#### Flexible Funding to Support Wellbeing

Sonoma County Juvenile Probation implemented new optional interventions in July 2017. Flexible funding is intended to ensure opportunities and support to youth and families by providing linkage to community-based pro-social activities, at any stage in the adjudication process. Funding such services requires using an evaluation process, which would assess sustainability and a family's ability to pay. Additionally, officers would be able to purchase items necessary for success in various domains such as education, vocational, family functioning, mental health, vulnerability, and delinquency. The department served 19 youth from July through September 2017 under this new intervention, and project assisting 30 youth next reporting period.

#### **Placement Parent Group**

The department has contracted for facilitation services to provide monthly support groups to parents of youth placed in out-of-home care or those transitioning home. The group meetings will be held on a drop-in basis, and topics will be addressed in a process oriented and psycho-educational nature. The gatherings provide an opportunity for participants to share common experience with like participants, receive support, or check in with the juvenile probation officers. The expected outcomes of this intervention are increased parent preparedness for family reunification, increased family

functioning, decrease length of out-of-home stays, and reduce multiple episodes of foster care placement. The department served seven families from July 2017 through September 2017. They had barriers assembling a Spanish-speaking parent group and have already begun discussing alternative engagement strategies with their contracted partner to overcome this challenge.

### **Significant Evaluation Findings to Date**

See Appendix A – Semi-Annual Report Addendum from NCCD will be sent separately by January 31, 2018.

### **Recommendations and Activities Planned for Next Reporting Period**

Planned Activities (October 2017 – March 2018)

#### **Program**

- Annual Waiver Meeting November 14-15, 2017
- Quarterly Waiver Meetings - individually with each county participating in the Project (November 2017 and February 2018) and with all participating counties (October 2017 and January 2018).
- Fidelity Training October 17-18, 2017
- Fidelity Coaching – to support Project counties development and/or implementation of fidelity tools/processes. These meetings will be provided to interested Project counties on an as needed basis.

#### **Fiscal**

- Funding 101 Training, November 16, 2017 – Don Winstead, with Casey Family Programs, will be providing training to new staff at the CDSS on fiscal funding/claiming.
- Fiscal Monitoring Reviews will continue to ensure all counties have an annual on-site monitoring visit.
- FY 2017-18 planning allocation County Fiscal Letter will be released.
- Continued fiscal renegotiation discussions with ACF.

#### **Evaluation**

##### **Process Study**

- The Evaluation Team will continue analyzing interview and focus group data from the Summer 2017 site visits.
- The parent/guardian surveys will be administered in all seven counties.

## Outcome Study

- The Evaluation Team will continue to receive, log, and analyze data from agency case management systems to prepare for interrupted time series analyses.
- CDSS and the Evaluation Team will confirm which proxy measures and data sources will be used to measure child and family well-being.

## Cost Analysis

- The Evaluation Team will continue to clean and analyze post-implementation fiscal data.
- The Evaluation Team will continue to communicate with CDSS fiscal staff about alternative sources of funding information.
- CDSS will continue to send data transfers to the Evaluation Team, and provide as-needed technical support regarding data files sent to the team.

## Sub-studies

- The Evaluation Team will finalize the study designs for the outcome sub-studies with San Francisco Human Service Agency and Sacramento CFD and submit them for approval to CDSS and ACF.
- The Evaluation Team will finalize a cost sub-study methodology and participation from either or both Alameda CFD and Los Angeles CFSD.
- The Evaluation Team will also confirm the timelines and methods for conducting each sub-study, as outlined in addendums and meeting notes; refine the schedule for monitoring sub-study completion progress for each interested agency as needed.

## Communications and Deliverables

- Evaluation Steering Committee Meetings (webinar) will continue to occur the first Thursday of each month at 11:00 a.m.
- The Evaluation Team will host quarterly calls with each county (both agencies).
- The Evaluation Team will continue bi-weekly check-in meetings with CDSS.

## **Appendix A: Statewide Evaluation Activities**

NCCD's addendum report will be submitted by January 31, 2018.

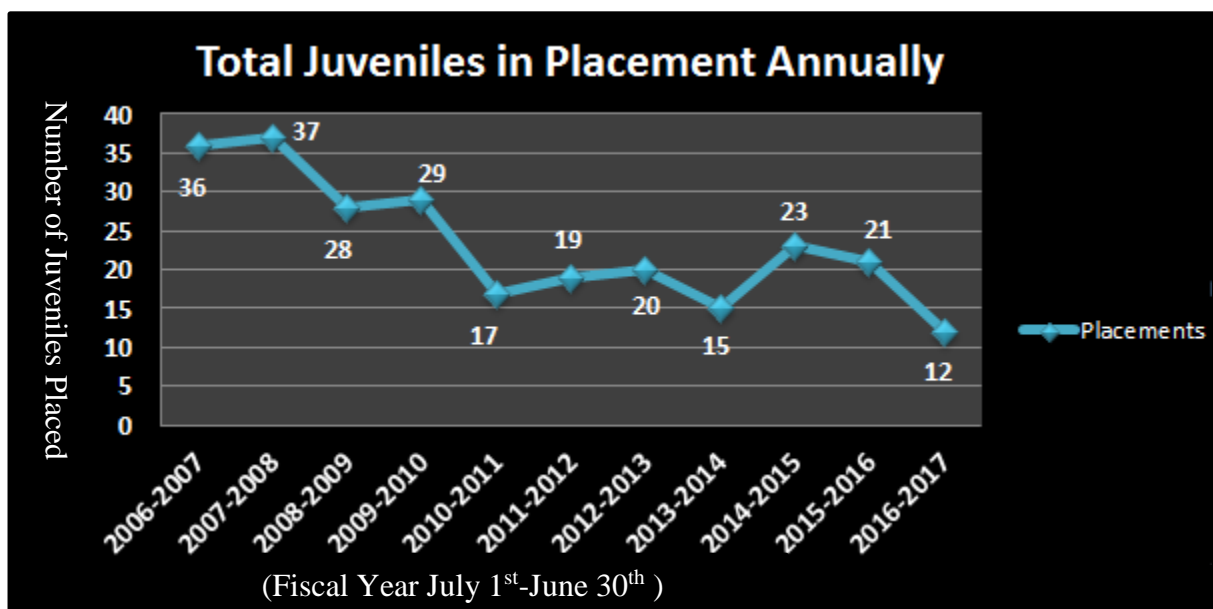
## Appendix B:

### Lake County Juvenile Probation Statistical Findings on Family Wraparound

#### Lake County Juvenile Probation Statistical Findings on Family Wraparound:

Information was generated from the following data:

Total Participants from March 2014 to July 2017:	48
Family Wraparound is a 90-day Program	
Total Participant Average Days in Program:	90
Average Days in Program for Completions:	111
Average Days in Program for Non-Completions:	77
Completions:	21
Non-Completions:	12
Current:	7
Questionable:	6
Transitional:	2



#### **Decline in juvenile placement numbers during Family Wrap Assessment Arrival and Departure Score Comparisons:**

Lake County Juvenile Probation currently uses Assessments.com to run Positive Achievement Change Tool (PACT) assessments on youth every thirty days. Assessments.com provides a tool for administering research-validated assessment instruments over the Internet and provides an assessment model based on best practices. The system collects and analyzes measurement data using handpicked assessment instruments and generates outcome reports to assess change

(Assessments.com, 2017).

Prior to beginning the Family Wraparound Program, each juvenile was administered an assessment which generated a risk factor percentage and a protective factors percentage. According to Assessments.com:

Risk Factors are the circumstances or events in the client's life that increase the likelihood that he or she will start or continue criminal activities. They can be static or dynamic. Static factors are circumstances in a client's life that are historic and cannot be changed, such as a history of physical abuse. Dynamic factors are circumstances or conditions in a youth's life that can potentially be changed, such as the youth's friends or school performance. Dynamic factors are used to guide case planning and efforts to reduce reoffending.

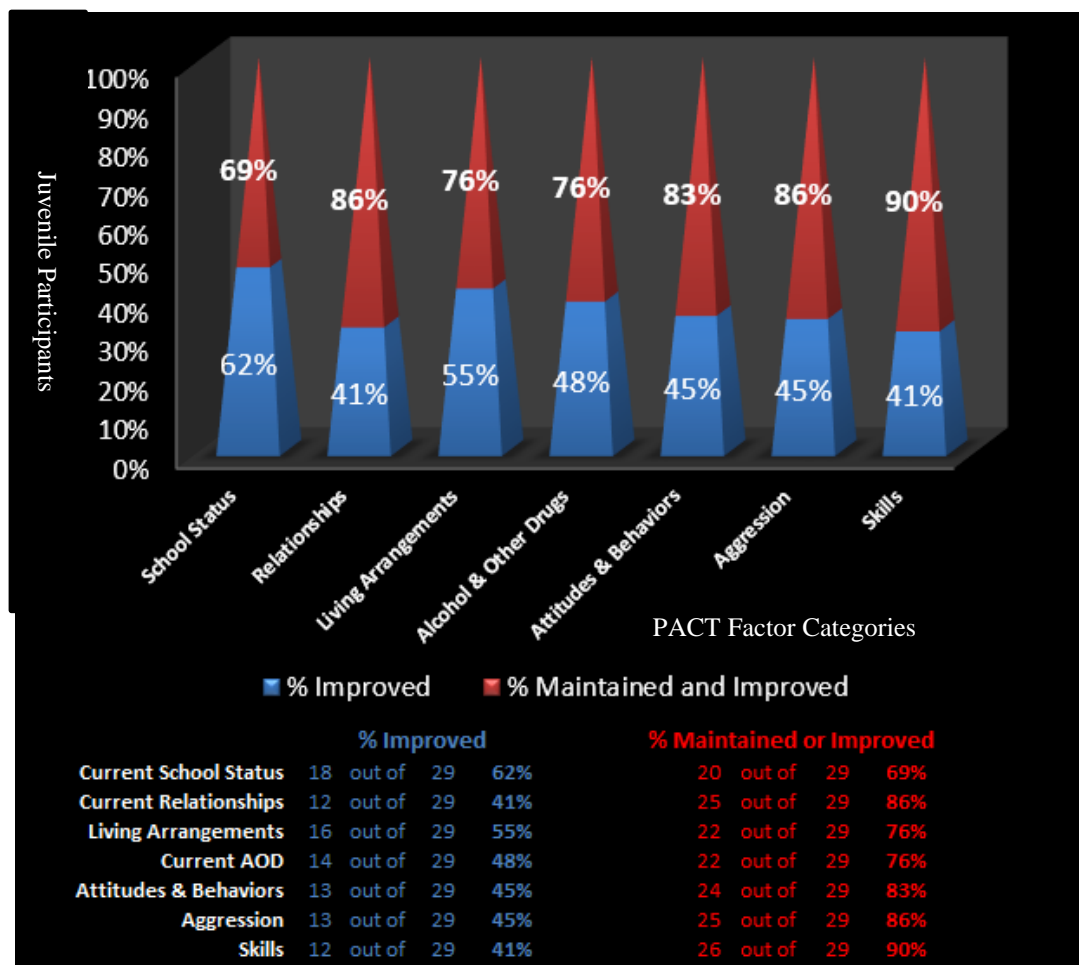
(Assessments.com, 2017)

Protective Factors are circumstances or events in the client's life that reduce the likelihood of the client committing a crime, those positive things that help the client overcome adversity. Examples of protective factors are positive goals or aspirations for the future, active pro-social parents, and positive pro-social ties to the community. (Assessments.com, 2017)

Youth deemed 'Current', 'Questionable' or 'Transitional' were removed from the total participants because their time in the program was too short to benefit from it. Information on the risk and protective factors were then gathered on the remaining 29 participants (four participants did not have an assessment upon arrival or departure, so they were excluded).

Through a comparison of arrival and exist percentages to determine if Family Wraparound was successful as a preventative program, risk factor percentages would decrease from the individual's arrival to the program to their departure and their protective factors would increase. It was also valuable to find out if risk factors had not changed, because this could be interpreted that the program kept the individual's risk factor stable, without increase. As shown in the chart below, the findings are very positive.

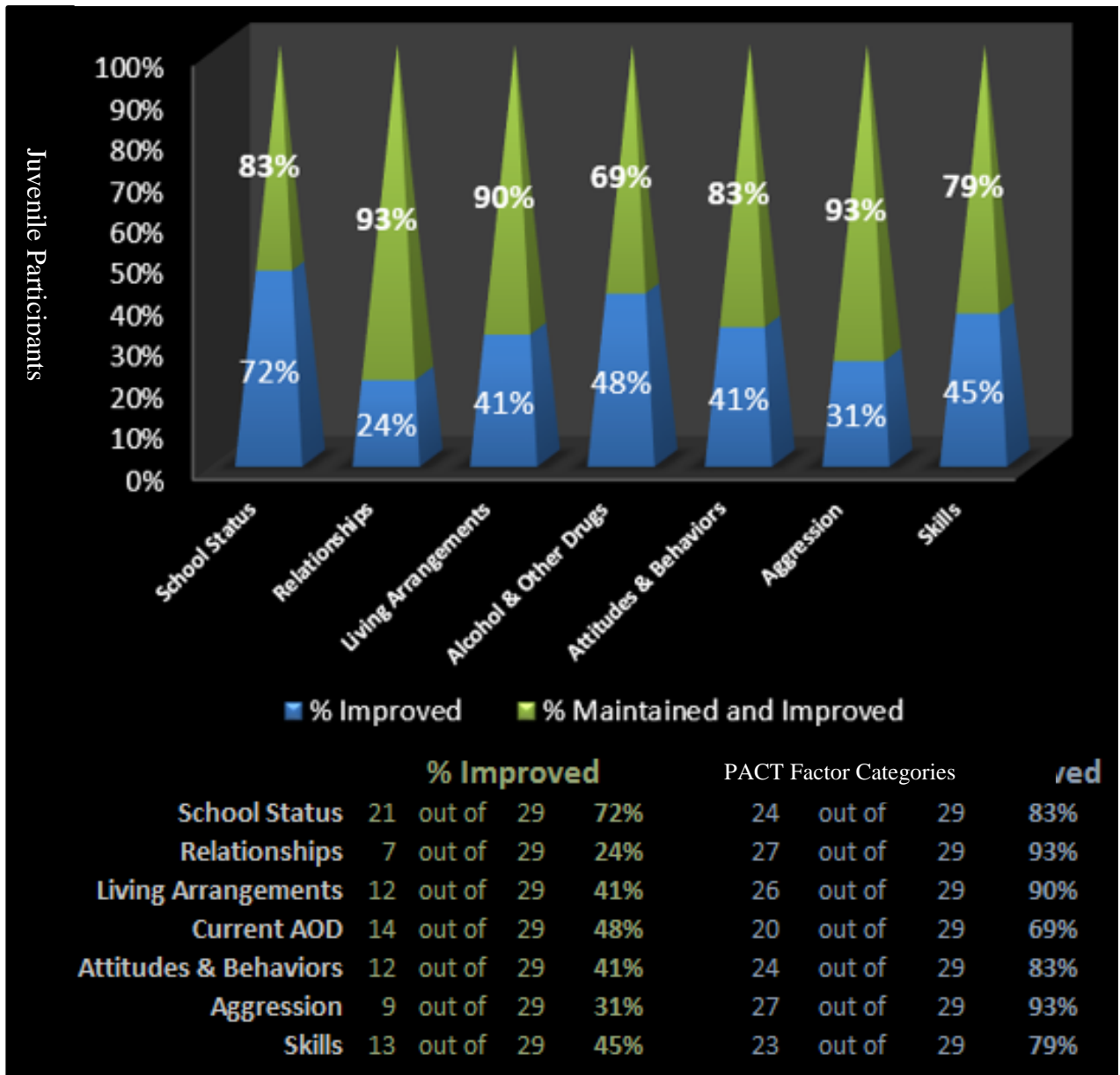
## Risk Factors:



The results are very positive for the program with an average 50 percent of participants lowering their risk factor percentages upon completing or discontinuing the program.

The same data was gathered to review if protective factor percentages had increased after the program.

## Protective Factors:

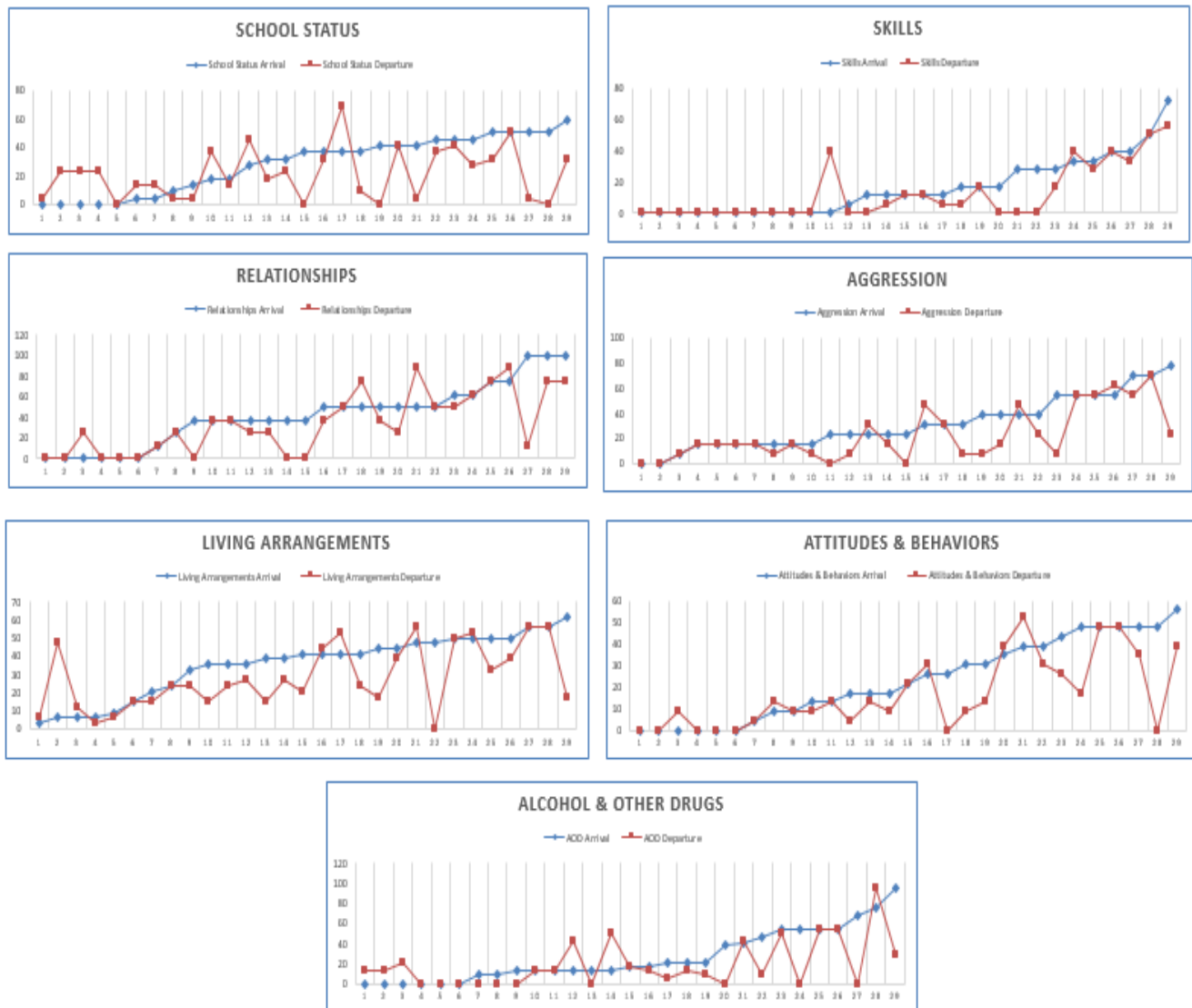


Around 70 percent of juveniles that participated in the program maintained or improved their protective factors and many improved their protective factors during the program.



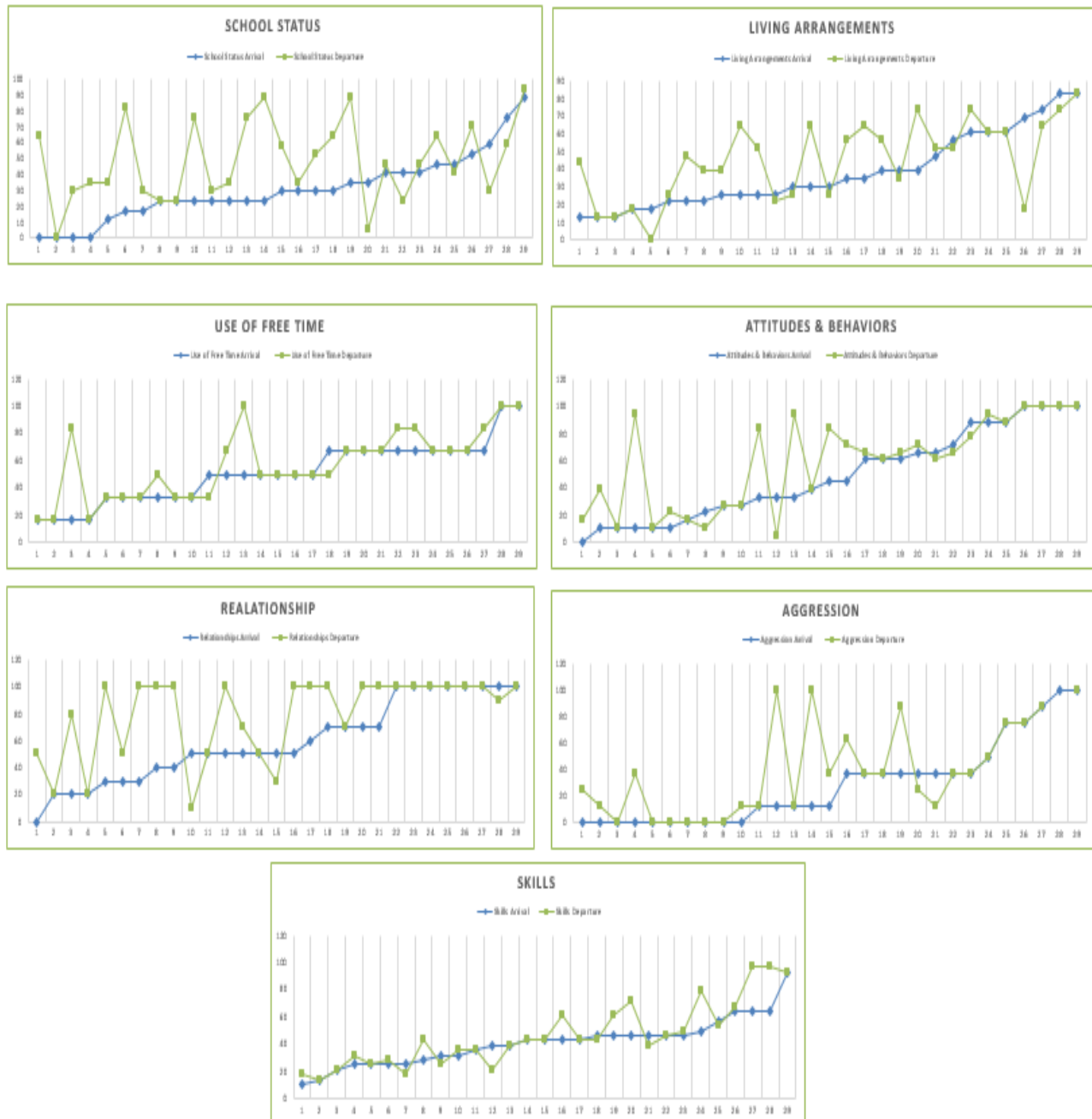
Another way to review this data would be to track each factor individually and percentages upon arrival vs departure:

Risk Factor Percentages: Arrival (red) and Departure (blue):



Most of the red departure percentages fall below the blue, indicating that the departure percentages were lower than the arrival percentages.

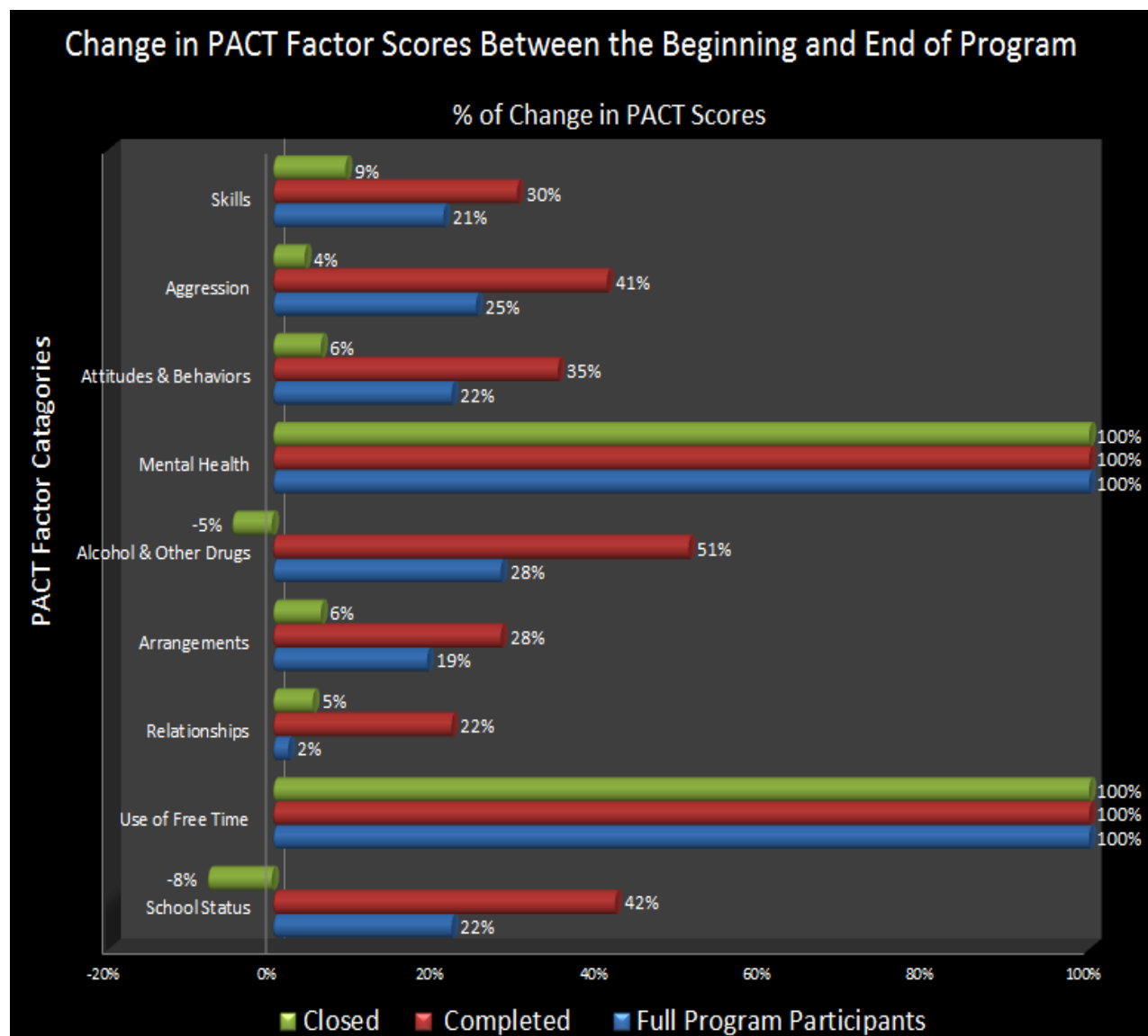
Protective Factor Percentages: Arrival (blue) and Departure (green):



There is a clear rise in departure scores for protective factors indicating that they rose during the time the juveniles were in the program. Most of the green departure percentages are above the blue.

## Benefits for Completed Participants vs. Closed and Full:

The next area that was looked at was Completed vs. Closed vs Full Program Participants. Juveniles that closed out did not complete the program but put enough time in to receive benefits from the program. Full Program Participants were in the program the full length but did not successfully meet all of the requirements of the program. Completed participants were in the program the full length and completed all requirements. In the chart below it is clear that the majority of all participants in Family Wraparound benefitted from the program. It is clear in the positive percentages that risk factors have decreased for almost all participants whether they completed the program or did not.



## Notes on Family Wrap (FW) Juvenile probation

**Preliminary** Findings & Lessons Learned from the Juvenile probation youth participant data (so far):

### 1. How many youth have participated in Family Wrap?

- a. Total of 48 youth have participated in Family Wrap (as of May 2017)
- b. This includes 20 (42 percent) youth completed the program; 16 (33 percent) who did not complete; and 12 (25 percent) in process

### 2. How long are youth being served in Family Wrap as it is currently being implemented?

Average number of days Juvenile probation youth served through Family Wrap: 90 days

- a. Completing youth were served on average of 109 days in Family Wrap
- b. Those not completing were served in FW on average 65 days

### 3. Is there a significant difference in Living Arrangements PACT risk score (pre vs post) for youth participating in Family Wrap?

- a. Preliminary results indicate that living arrangements improve significantly in Family Wrap whether youth completed program or not ( $p=.002$ ).
- b. In other words, youth participating in Family Wrap are improving their living arrangements based on PACT whether they complete ( $p<.001$ ) or not ( $p=.015$ ).
- c. ?

### 4. Is there a difference in VOP and/or re-arrests for youth participating in FW?

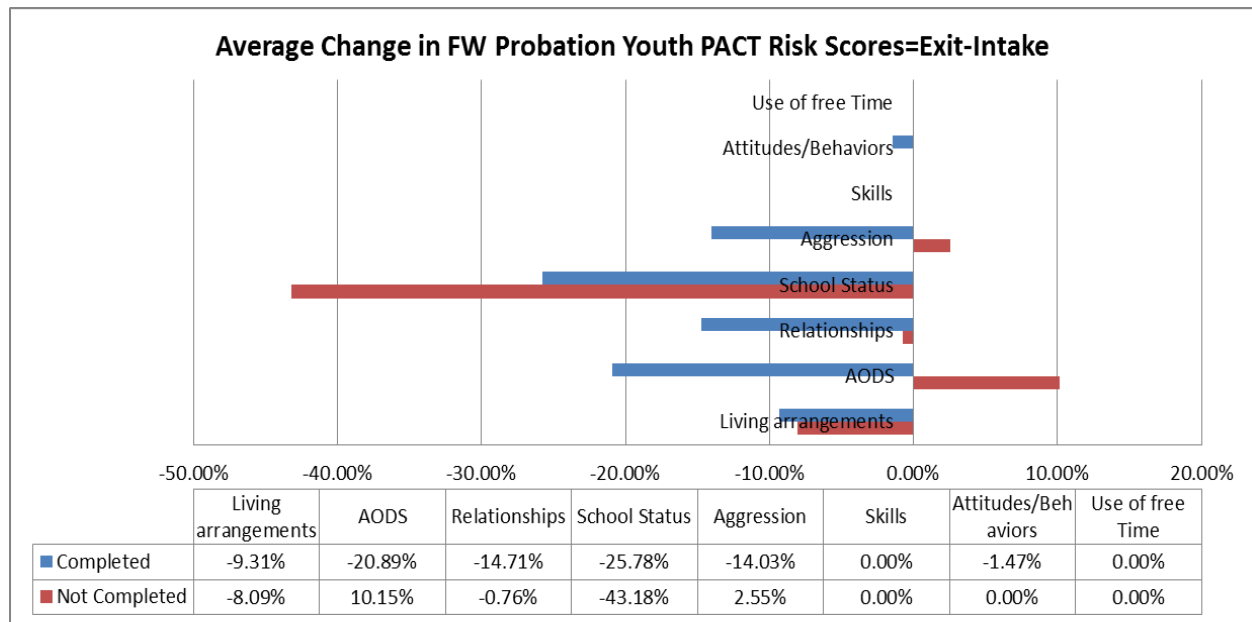
Juvenile probation Youth	Total Completing	VOP During	Arrest During	Arrest After
Completing	20	2 (10%)	1 (5%)	4 (20%)
Non-completing	16	8 (50%)	2 (13%)	10 (63%)

### 5. Is there a significant difference in Other PACT risk scores (pre vs post) for youth participating in Family Wrap?

Juvenile probation Youth n=37	Completing n=20	Non-completing n=16
AODS (n=22)	Not significant ( $P=.131$ )	Not significant ( $P=.077$ )
Relationship (n=19)	Not significant ( $P=.09$ )	<b>Significant (<math>P=.001</math>)</b>
School Status (n=13)	Not significant ( $P=.672$ )	Not significant ( $P=.171$ )

Aggression (n=12)	Not significant (P=.073)	Significant (P=.001)
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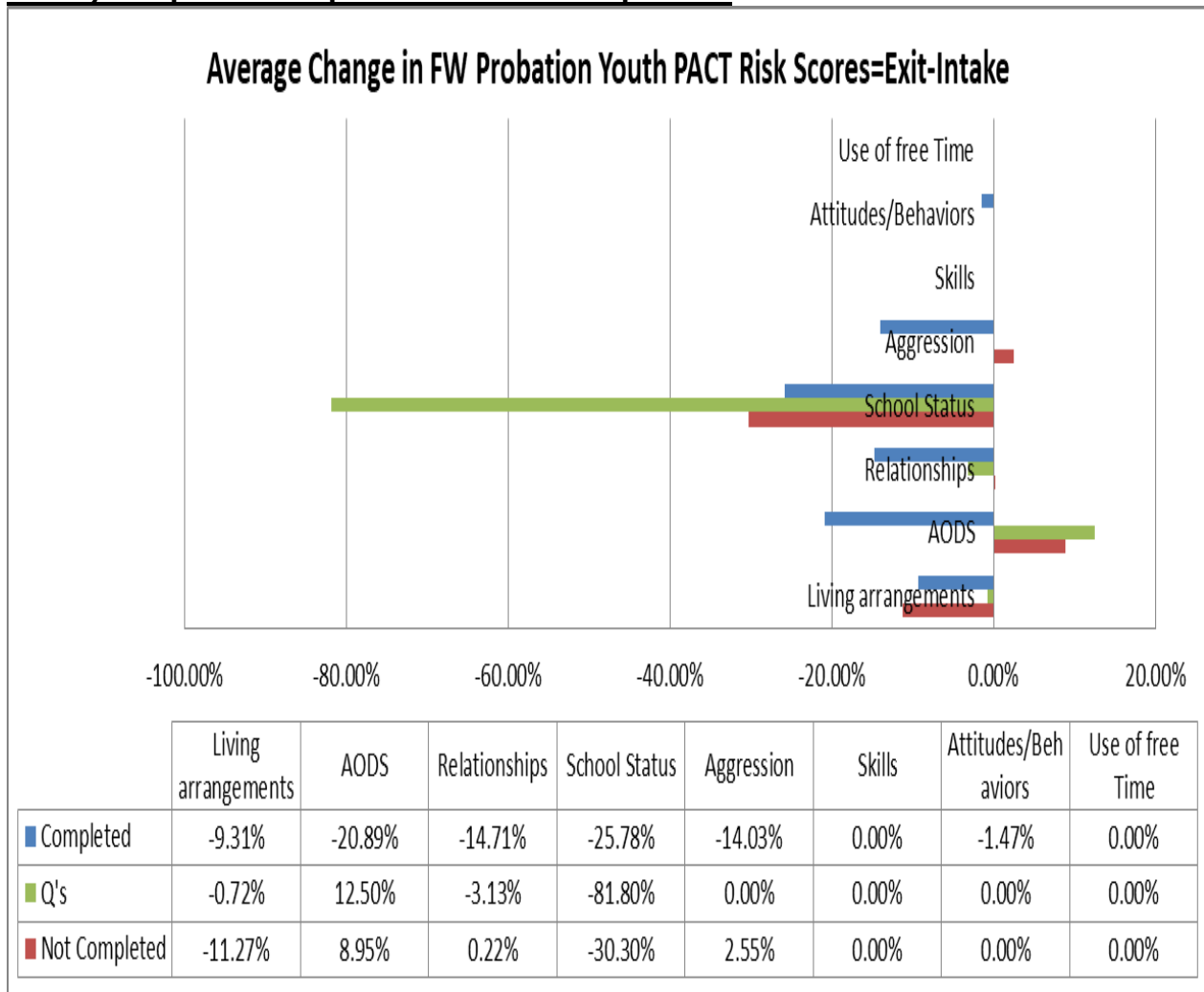
\*Small numbers in groups



As of May 2017, record of participants. Note: Y axis = PACT Categories and X axis = Change in Percentage from Risk Scores Exit –Intake.

## Appendix D: Lake County Juvenile Probation Family Wraparound Data Comparison

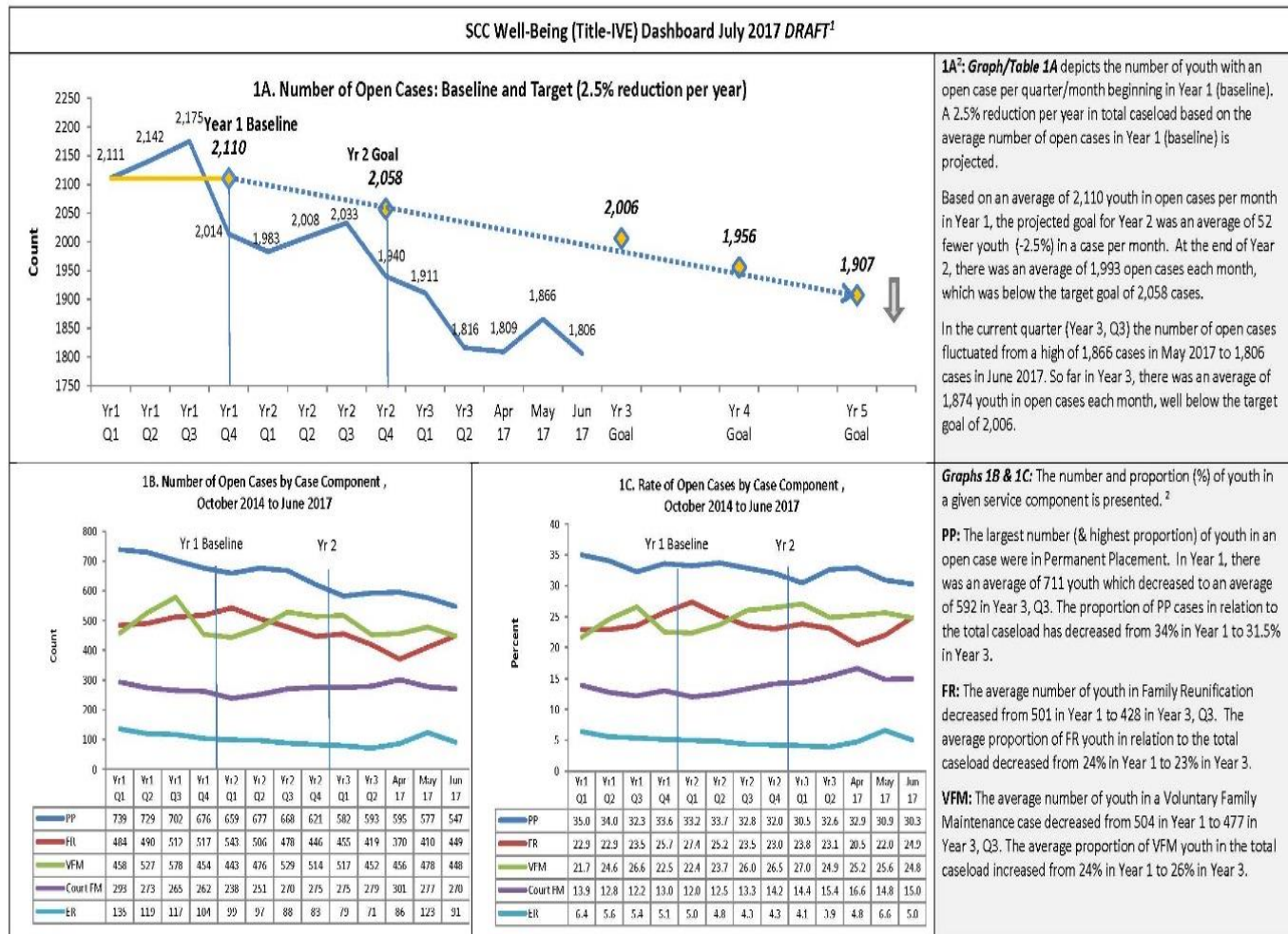
### Family Wrap Juvenile probation Data Comparison



Ferron & Associates  
July 3, 2017

Note: Y axis = PACT Categories and X axis = Change in Percentage from Risk Scores Exit –Intake.

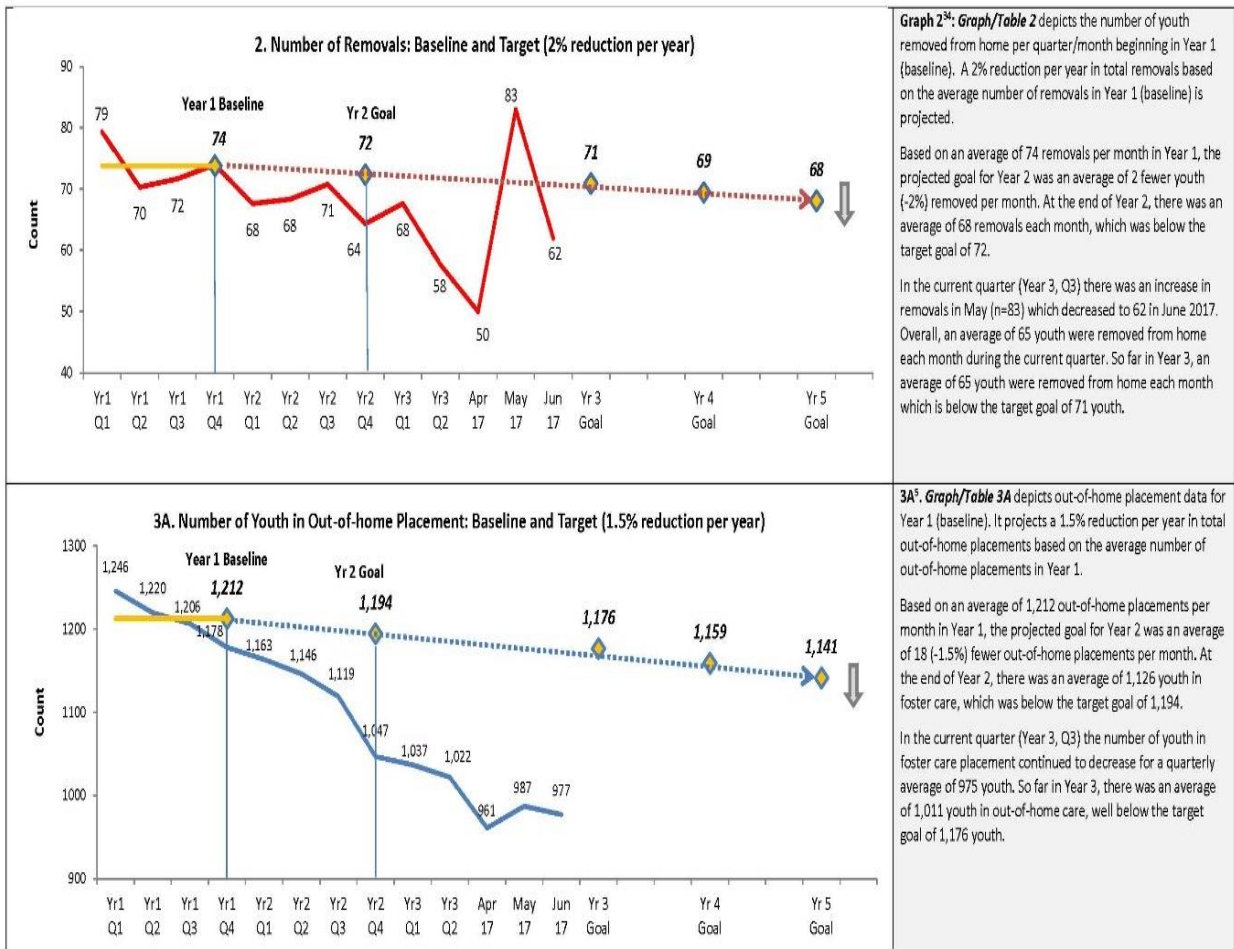
## Appendix E: Santa Clara County's Quarterly Sample Dashboard



<sup>1</sup> Data from Safe Measures July 24, 2017 extract. All measures are Point-in-time (PIT).

<sup>2</sup> Youth with service component 'Supportive Transition' (ST) are not included in open case counts/totals. Service Components include: PP= Permanent Placement; FR= Family Reunification; VFM= Voluntary Family Maintenance; Court FM= Court Family Maintenance; ER= Emergency Response.



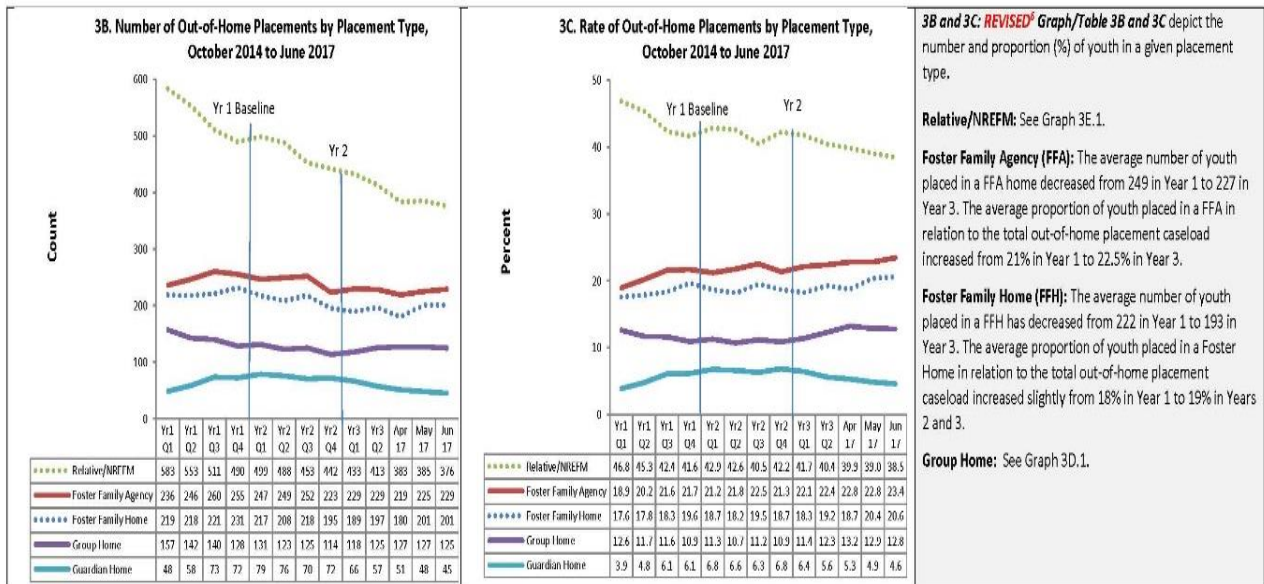


<sup>34</sup> Removals based on Placement Episode start date.

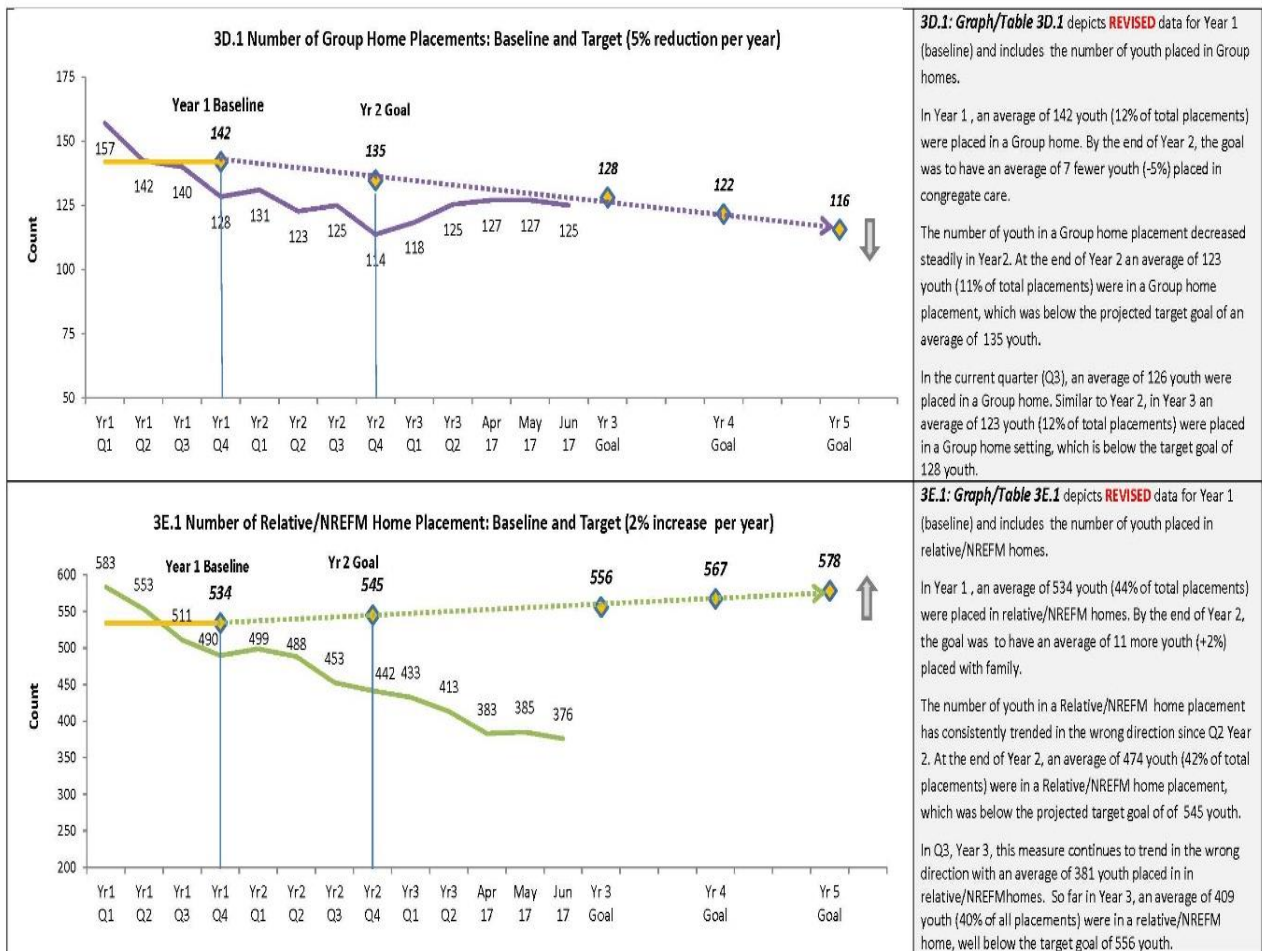
<sup>4</sup> Safe Measures data about dependency status (voluntary or court mandate) of the removals are incomplete. Therefore, only the total number of removals per month is available.

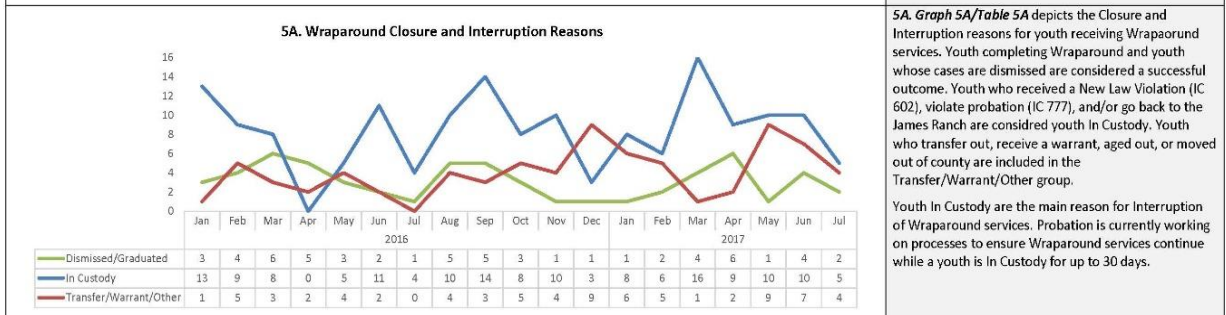
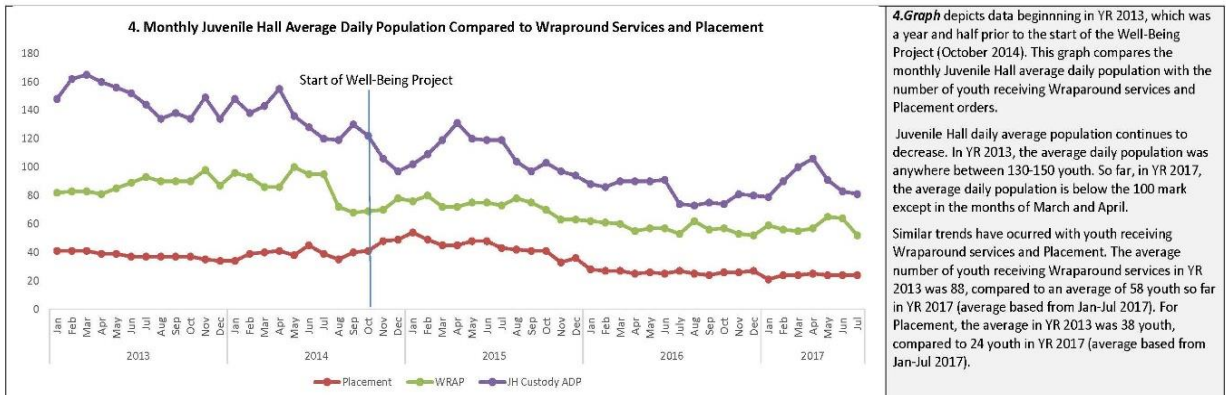
<sup>5</sup> Youth with service component 'Supportive Transition' (ST) are not included in placement counts/totals



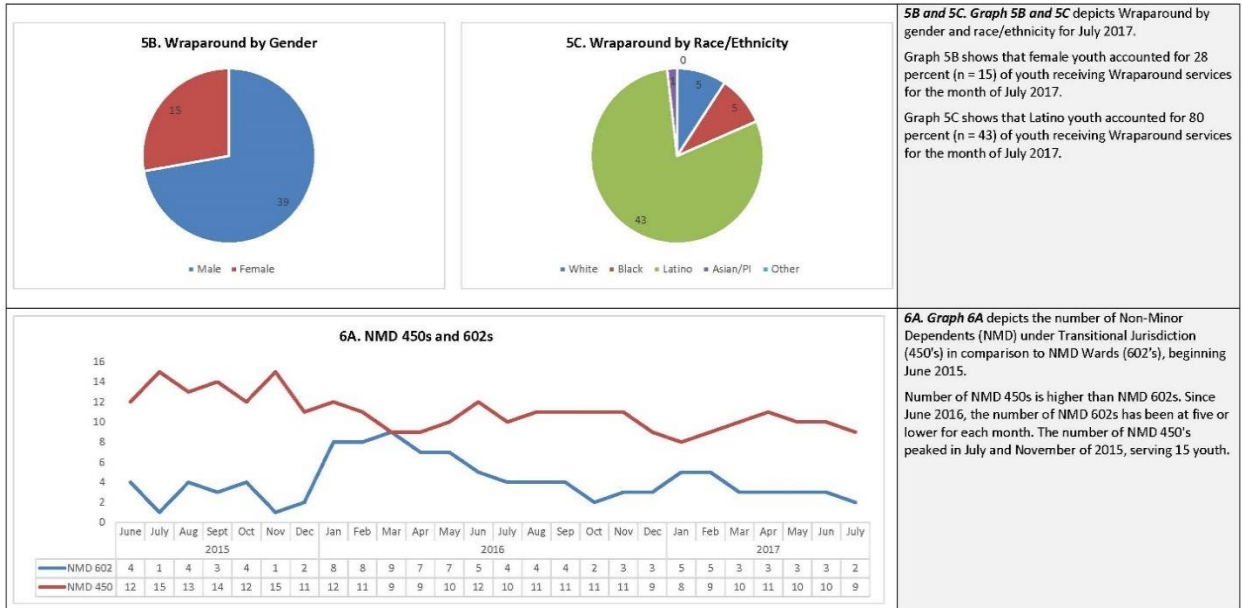


<sup>6</sup> **Out-of-home Placement by Placement Type REVISION:** The implementation of RFA (Resource Family Approval) has made it difficult to accurately track the number of youth placed in a Relative/NREFM and Foster Family home. The state-wide data system, CWS/CMS, does not currently allow RFA staff to distinguish between the 2 types of placements in the CWS data field= Facility Type. Until CWS/CMS is revised or Santa Clara County's RFA database is completed, RFA staff has devised a work-around the current limitation. In the CWS data field 'Facility Name' staff has added a RFA designation code after the facility name. Relative/NREFM codes include: RFA-RH, RFA-RH2, RFA-RH3 etc., & RFA-NR. Foster Family homes (or recruited homes) are coded RFA, RFA2, RFA3, etc.

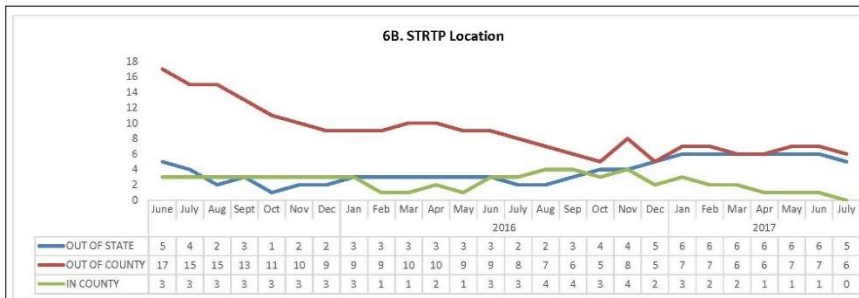




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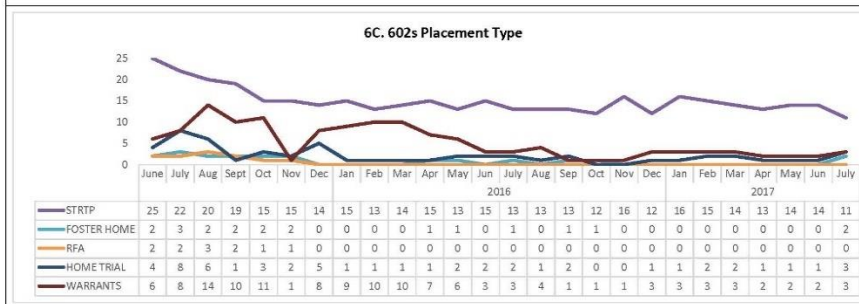


6



**6B. Graph 6B** depicts the number of Short Term Residential Treatment program (ST RTP) and the geographical location for each placement, beginning June 2015.

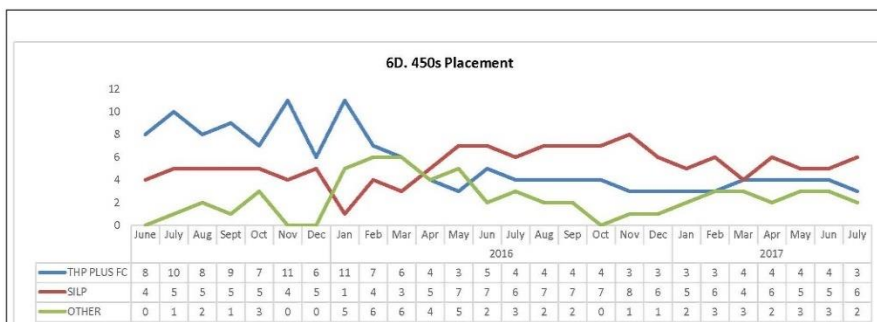
Number of congregate placements decreased in the last quarter of 2015. Most STRTP placements are Out of County and Out of State. In county placements for 2017 account for 1-3 per month, with the numbers reaching a high of 4 youth placed locally between August and November of 2016.



**6C. Graph 6C** depicts the placement type for all youth identified as a Ward of the Court (602), beginning June 2015.

ST RTP placements include all geographic locations (Out of State, Out of County, and In County). STRTPs account for the most utilized placement type. From June to August 2015 over 20 youth were placed in an STRTP, in 2017 the average number of youth in STRTP placement is 14.

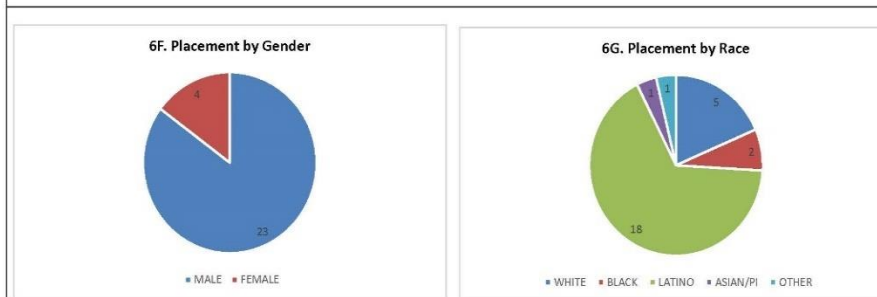
In 2017, Warrants average two to three per month and include duplicative data.



**6D. Graph 6D** depicts the type of placement for all youth identified as an NMD 450 under Transition Jurisdiction, beginning June 2015.

Transitional Housing Program Plus Foster Care (THP + FC) account for 3-4 placements per youth in 2017. Supervised Independent Living Program's (SILP's) account for the most 450 type of placements. In the second half of 2015, THP + FC placements were much higher compared to data from 2016 and 2017. SILP placements had a slight increase between May and November 2016.

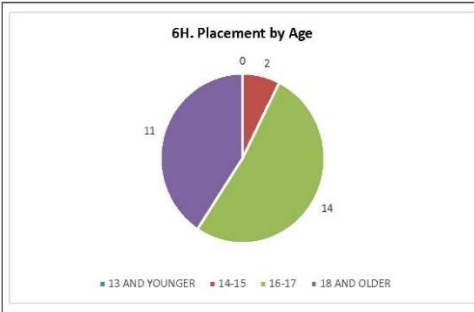
Numbers for Other include youth attempting to secure a SILP, absconders, and youth who are pending eligibility requirements (i.e., not approved SILP, living at home).



**6F and 6G. Graph 6F and 6G** depicts Placement by identified Gender and Placement by self proclaimed Race for July 2017.

Out of 27 youth, those who identified as female account for 15 percent (n = 4) and those who identified as males account for 85 percent (n = 23) of the population served in the placement unit.

Out of 27 youth, Latino youth accounted for 67 percent (n = 18) of those served by the placement unit, followed by White youth who accounted for 19 percent (n = 5).



**6H. Graph 6H** depicts Placement by Age for July 2017. Most youth with an active Foster Care Order were NMD's, between 16-17 years old (52 percent, n = 14). Youth over 18 years old accounted for 41 percent (n = 11) of those served in the month of July 2017. No youth 13 years of age, or younger, were served during this month.



## Appendix F: Santa Clara CFPM Fidelity Assessment (FA) Toolkit

### CFPM FIDELITY ASSESSMENT (FA) TOOLKIT

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**SOCIAL WORKERS:** Please ask the family for permission for their meeting to be observed.

Recommended Script for Social Workers (after greeting the family):

"The Department of Family and Children's Services (or our agency) has implemented improved ways in which to work and engage with families, in hopes that it will lead to better outcomes for you and the children and families we serve. With your permission, there are two people here today who would like to observe my work with you (and your team of support). The purpose for the observation is to collect information about how social workers are demonstrating these new ways of engaging and working with families and youth. They are here to quietly observe and may be taking notes in order to gather overall agency feedback to discuss at a later time. As part of their information gathering, they have three very short questions to ask each of you at the end of this meeting. Will this be okay with you?"

Guideline for Social Workers to follow as they open the family team meeting. This helps us be transparent about we have already shared with the observers:

- How long has the social worker had the case (been working with the family)?
- What has the social worker come to appreciate and understand about the family?
- Where is the case in the child welfare services timeframe? (for example: right before the six month review, at .26, etc.)
- What is the reason the family is meeting today (purpose of the meeting)?
- State the language you plan to use during the FA and ask the participants if the stated language is their preference. (Ex. We plan to complete the FA in Spanish. Does that work okay with everyone?)

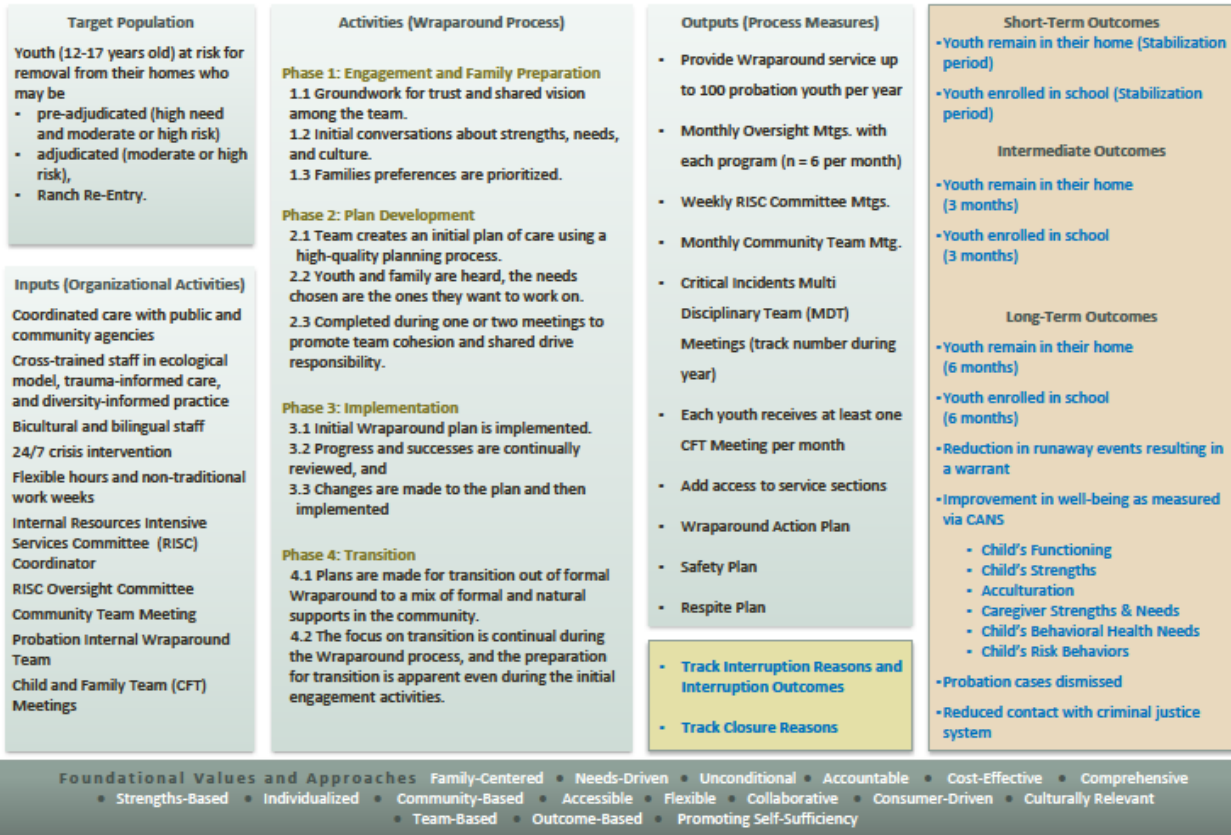
CFPM 10/2016

## Appendix G: Santa Clara County Juvenile Probation Wraparound Logic Model

### Santa Clara County Probation Wraparound Logic Model

April 2017

*A system of wrapping children and youth and their families with individualized services and supports to ensure that they remain in family settings. Families served represent some of the most difficult and complex cases in the child welfare and juvenile justice systems. Families are wrapped with services to support their strengths and meet their needs with respect to personal and community safety, educational, emotional and physical health, family life, recreation, and legal issues.*



## Appendix H

### Appendix H: Sonoma County Outreach Brochure



### Making a Difference for Sonoma County Families

## Title IV-E Waiver Programs



### Well-Being.

**In Sonoma County,** we continuously work to improve well-being for families involved in the foster care and juvenile justice systems. Since 2015, the Human Services Department and the Probation Department have partnered in a federally funded demonstration project to do just that. Our efforts focus on supporting successful family reunification or permanent adoption.

#### A Countywide Support Network

Sonoma County is one of seven California recipients of federal Title IV-E Waiver funding administered by the California Department of Social Services as part of the California Well-Being Project.

The Sonoma County Human Services Department Family, Youth and Children's Division and the Sonoma County Probation Department jointly manage the Waiver. Each agency works with local community partners to create a countywide network of supportive services and programs.

#### What is the Federal Title IV-E Waiver?

The Waiver funding focuses on reducing the number of child welfare and probation youth, ages 13-18, in out-of-home care by preventing home removal and assisting families with reunification. It is flexible funding, as the annual lump sum supports programs chosen by the participating county, which allows Sonoma County to implement programs that align with the requirements of the state Continuum of Care Reform.\*

The Waiver funds must be used to:

- Improve the quality and types of services and supports for youth and families,
- Increase family engagement and involvement through individualized casework,
- Increase the use of the least-restrictive types of out-of-home placements, and
- Improve youth and family well-being.

\*California Assembly Bill 403 requires agencies to implement the Continuum of Care Reform. The regulatory changes create new foster care options, mandate child and family involvement in case planning, requires system integration and adds mental health assessment and services.



### The Benefits of Support In Their Own Words

#### A Youth

"When I left care, I was feeling terrible anxiety, skipped a lot of school and stayed out past curfew. I was aggressive verbally and physically. My mom suffered from her own anxiety and depression. Plus we both had physical health challenges.

**"With help from these services, I've been coping better. I don't feel as anxious, and I go to school every day."**

#### A Parent

"The program helped me overcome many obstacles that stood in the way after completing a drug and alcohol residential treatment program. I didn't have transportation or housing. I had to rely on public assistance as money was very scarce. With guidance in my housing search and some financial support, eventually I was able to find a two-bedroom apartment for myself and my children.

**"Without assistance, I wouldn't be where I am today."**

For more on County of Sonoma Waiver-funded programs:  
Human Services Department Family, Youth & Children's Division  
(707) 565-4300  
The Probation Department (707) 565-6229





## Waiver-Funded Programs

### Human Services

With approximately \$2.3 million annually from participation in the Waiver, the Human Services Department has been able to:

- Add child welfare social worker positions to assist more families in successful reunification,
- Contract with community partners for services that resolve barriers to family reunification,
- Train staff in the strategic, reunification Safety Organized Practice and providing family support based on those proven techniques,
- Create a Parent Orientation Program with a trained therapist to help families prepare for reunification with their children,
- Support a Parent Mentor program to help families by parents who have successfully reunified with their children, and
- Provide case management, housing location and subsidies to place families in need in permanent, safe housing in a difficult housing market.

### Probation

With \$1.1 million annually, the Probation Department has been able to:

- Add two new positions and leverage exiting positions to form a specialized unit of officers who work with families with high needs,
- Expand the use of wraparound services by creating the Intensive Case Management program, and
- Link youth and families to supportive mental health, education and community services to improve family well-being and community safety.

## Pre-/Post-Waiver Data Confirms Success

### Human Services

Data from the California Child Welfare Indicators Project, University of California at Berkeley:

- ↑ **INCREASE** in foster youth reunified with parent within one year of removal from unsafe home  
29.5% in 2013 > 35.9% 2016
- ↑ **INCREASE** in foster youth adopted within two years of removal from unsafe home  
15.7% in 2013 > 29.7% in 2016
- ↓ **DECREASE** in foster youth placed in group homes  
20% in 2013 > 6% in 2016
- ↑ **INCREASE** in youth placed with relatives  
30% in 2013 > 37% in 2016



### Probation

Data from the California Child Welfare Indicators Project, University of California at Berkeley:

- ↑ **INCREASE** in use of less-restrictive types of foster care  
18.8% in 2013 > 42.6% 2016
- ↓ **DECREASE** in entries into the foster care system  
0.5 per 1000 in 2013 > 0.3 per 1000 in 2016
- ↓ **DECREASE** in congregate care placements of one year or more  
26.9% in 2013 > 14.8% 2016

Probation data from the Child and Adolescent Needs and Strengths Assessment, pre- and post-participation in the Intensive Case Management program, showed improvements in youths' well-being. Here are examples:

- ↑ **MORE THAN 90%** lowered scores on Anger Control and Danger to Others
- ↑ **MORE THAN 80%** lowered scores on Depression, Oppositional Behavior and Criminal Behavior



## Appendix I: Acronyms

Acronym	Definition
<b>ACF</b>	Administration for Children and Families
<b>ACPD</b>	Alameda County Juvenile Probation Department
<b>ASQ-SE</b>	Ages and Stages Questionnaire: Social Emotional
<b>B&amp;B</b>	Birth and Beyond
<b>BAA</b>	Bay Area Academy
<b>BCPD</b>	Butte County Juvenile Probation Department
<b>BHCS</b>	Behavioral Health Care Services
<b>BHS</b>	Behavioral Health Services
<b>BOS</b>	Board of Supervisors
<b>CANS</b>	Child and Adolescent Needs and Strengths
<b>CAPP</b>	California Partner's for Permanency
<b>CBT</b>	Cognitive Behavioral Therapy
<b>CCR</b>	Continuum of Care Reform
<b>CDSS</b>	California Department of Social Services
<b>CFARS</b>	Children's Functional Assessment Rating Scale
<b>CFP</b>	Casey Family Programs
<b>CFPM</b>	Child and Family Practice Model
<b>CFS</b>	Children and Family Services
<b>CFSD</b>	Children and Family Services Division
<b>CFT</b>	Child and Family Team
<b>CPFSB</b>	Child Protection and Family Support Branch
<b>CPM</b>	Core Practice Model
<b>CPS</b>	Child Protective Services
<b>CQI</b>	Continuous Quality Improvement
<b>CPOC</b>	Chief Probation Officers of California
<b>CRC</b>	Children's Research Center
<b>CSD</b>	Children's Services Division
<b>CSEC</b>	Commercially & Sexually Exploited Children
<b>CSNA</b>	Child Strengths and Needs Assessment
<b>CWS</b>	Child Welfare Services
<b>CWS/CMS</b>	Child Welfare Services/Case Management System
<b>CYPM</b>	Crossover Youth Practice Model
<b>DCFS</b>	Department of Children and Family Services
<b>DMH</b>	Department of Mental Health
<b>DPH</b>	Department of Public Health
<b>DPO</b>	Deputy Probation Officer
<b>DR</b>	Differential Response
<b>EBI</b>	Evidence Based Intervention
<b>EBP</b>	Evidence Based Practice
<b>EPSDT</b>	Early and Periodic Screening Diagnostic and Treatment

<b>Acronym</b>	<b>Definition</b>
<b>EQRO</b>	External Quality Review Organization
<b>ER</b>	Emergency Response
<b>ESC</b>	Evaluation Steering Committee
<b>ETO</b>	Efforts to Outcomes
<b>FAST</b>	Family Advocacy and Support Tool
<b>FCR</b>	Federal Case Reviews
<b>FEE</b>	Family Engagement Efforts
<b>FFKS</b>	Family Finding and Kinship Support
<b>FFP</b>	Functional Family Juvenile probation
<b>FFT</b>	Functional Family Therapy
<b>FM</b>	Family Maintenance
<b>FPB</b>	Fiscal Policy Bureau
<b>FR</b>	Family Reunification
<b>FRC</b>	Family Resource Center
<b>FSB</b>	Financial Services Bureau
<b>FSNA</b>	Family Strengths and Needs Assessment
<b>FTE</b>	Full-time Employees
<b>FTM</b>	Family Team Meeting
<b>FVC</b>	Family Visit Coaching
<b>FY</b>	Fiscal Year
<b>FYCD</b>	Family Youth and Children's Division
<b>HHSA</b>	Health and Human Services Agency
<b>ICM</b>	Intensive Case Management
<b>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>ICWA</b>	Indian Child Welfare Act
<b>IFPP</b>	Intensive Family Preservation Program
<b>ILP</b>	Individual Living Program
<b>IS</b>	Information Systems
<b>IT</b>	Information Technology
<b>KSSP</b>	Kinship Support Services Program
<b>LACPD</b>	Los Angeles County Probation Department
<b>LCCWS</b>	Lake County Child Welfare Service
<b>LCPD</b>	Lake County Probation Department
<b>LADCFS</b>	Los Angeles Department of Children and Family Services
<b>LGBTQ</b>	Lesbian Gay Bisexual Transsexual and Queer
<b>MAP</b>	Managing and Adapting Practices
<b>MDFT</b>	Multi-Disciplinary Family Therapy
<b>MISSEY</b>	Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth
<b>MOU</b>	Memorandum of Understanding
<b>MRT</b>	Moral Recognition Therapy
<b>MST</b>	Multisystem Therapy
<b>MSW</b>	Masters of Social Work

<b>Acronym</b>	<b>Definition</b>
<b>NCCD</b>	National Council on Crime and Delinquency
<b>NCN</b>	National Compadres Network
<b>NPP</b>	Nurturing Parenting Program
<b>NREFM</b>	Non-Relative/Extended Family Member
<b>NWI</b>	National Wraparound Institute
<b>NYTD</b>	National Youth in Transition Database
<b>OLDC</b>	On Line Data Collection
<b>P&amp;A</b>	Prevention and Aftercare
<b>PACT</b>	Positive Achievement Change Tool
<b>PO</b>	Juvenile probation Officer
<b>PPA</b>	Peer Parent Advocates
<b>QA</b>	Quality Assurance
<b>QFSF</b>	Quarterly Fiscal Supplemental Form
<b>RCFFP</b>	Resource Center for Family-Focused Practice
<b>RCL</b>	Rate Classification Level
<b>RCS</b>	Rebekah Children's Services
<b>RFA</b>	Resource Family Approval
<b>RDTSB</b>	Resources Development and Training Support Bureau
<b>RISC</b>	Resource Intensive Service Committee
<b>RSB</b>	Research Services Branch
<b>SB</b>	Senate Bill
<b>SCCPD</b>	Santa Clara County Probation Department
<b>SCDFCS</b>	Santa Clara Department of Family and Children's Services
<b>SCPD</b>	Sacramento County Probation Department
<b>SDCPD</b>	San Diego County Probation Department
<b>SDM</b>	Structured Decision Making
<b>SFHSA</b>	San Francisco Human Services Agency
<b>SFJPD</b>	San Francisco Juvenile probation Department
<b>SOP</b>	Safety Organized Practice
<b>SPARK</b>	Strong Parents and Resilient Kids
<b>SSA</b>	Social Services Agency
<b>SW</b>	Social Worker
<b>TDM</b>	Team Decision Making
<b>TEAM</b>	Together to Enhance, Act and Motivate
<b>TF-CBT</b>	Trauma-Focused Cognitive Behavioral Therapy
<b>TOP</b>	Treatment Outcome Package
<b>WFI</b>	Wraparound Fidelity Index
<b>WFI-EZ</b>	Wraparound Fidelity Index Short Version
<b>WOTS</b>	Word on the Street